

ENDUMENI

INTEGRATED DEVELOPMENT PLAN (IDP)



[2015/ 2016]

[DRAFT]

ENDUMENI MUNICIPALITY IDP 2015/2016

FOREWORD BY HIS WORSHIP THE MAYOR, CLLR T. M. MAHAYE



It is my privilege to present the Draft IDP for the 2015/2016 financial year.

I thank you!

A handwritten signature in black ink, which appears to read 'T. M. Mahaye'.

CLLR T M MAHAYE
MAYOR: ENDUMENI MUNICIPALITY

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1. EXECUTIVE SUMMARY

1.1 WHO ARE WE: GEOGRAPHICAL AREA

Endumeni Municipality is located 360 kilometers South East of Johannesburg and 290 kilometers North of Durban. The area is in the Biggarsberg Valley in the foothills of the Drakensberg. The Municipality is generally accessed by turning off the N3 highway onto the N11 then proceeding onto the R68 into the Municipal area. Endumeni municipal area is one of four local authorities forming the uMzinyathi District Municipality. The local municipalities comprising the District are:

- Endumeni (KZ 241)
- Nqutu (KZ 242)
- Msinga (KZ 244)
- uMvoti (KZ 245)

Endumeni has the smallest population but the largest economy of the local authorities in the District, focusing as it does on the main urban areas of Dundee and Glencoe. For detailed locality maps of the area and a list of the farms of which the area is comprised, reference should be made to the above-mentioned document.

1.2 DEMOGRAPHIC/ SOCIAL ISSUES

The Endumeni Municipality (KZ 241) comprises the towns of Dundee, Glencoe and Wasbank, together with a number of farms astride MR 33, MR 68 and DR 602. It should be noted that no Ingonyama Trust land is located within the Municipal Area. The population of the Local Authority area, as determined in the 2011 census, was 64682 people, of which 54449 were of African origin. The gender split was relatively evenly balanced at 33225 for females to 31637 for males. The majority of the population (40206) was under the age of 29 years old, with 20543 being of school going age at between 5-19 years of age.

Despite the large percentage of very young people, the population pyramid does not indicate the normal situation of a large base with most people being in the youngest age groups (under 4 years). In this instance, there are more people in the age group between 15 and 19 years, than 0 to 4 years. It is apparent that the higher infant mortality rate can be directly related to the HIV/AIDS pandemic. 15% of the population of Endumeni has no education. This comprises mainly

those over the age of 50 years. A relatively high percentage (14%) of the population of the Municipal area has a senior certificate, tertiary or other higher education. This augurs well for the future economic development of the area. There is nonetheless a shortage of schools to serve the education needs of the area's population.

Per capita income is generally low, with 54% having no income, and 25, 55% earning less than R18 000 per annum. Over 75% of the population of Endumeni lives in formal urban housing, whilst another 10% of the community lives in informal housing in Endumeni. Thirteen Percent of the population lives on rural farms in the area. Present estimates are that an additional 1750 sites are required.

1.3 ECONOMIC MATTERS

The key economic sectors in terms of the 2011 Census within Endumeni is as follows:

• Social Services	-	2,16%
• Trade	-	13,64%
• Private household/domestic workers	-	13,49%
• Farming	-	9,57%
• Manufacturing	-	7,39%
• Business Services	-	4,93%
• Construction	-	4,5%
• Transport	-	4,48%
• Mining	-	1,47%; and
• Utilities	-	1,03%

This highlights the dominance of the service centre nature of the local economy, with the social services and trade sectors comprising 35% of the economy. It also highlights that Endumeni has a relatively well diversified local economy. Tourism in particular, contributes significantly to the economy of Endumeni. This is dominated by cultural tourism, bearing in mind that Dundee is centrally situated to a number of Anglo-Zulu and Anglo-Boer war battlefields. The local Museum,

Talana Museum, is one of the foremost museums in the country. Dundee forms a pivotal part of the northern KwaZulu-Natal tourism route, as well as itself being a tourist destination. It is also abundantly clear that the dominance of the mining and agricultural sectors of the early days is long gone. This provides an overview of the context within which the review of this IDP is founded.

1.4 HOW WAS THIS PLAN DEVELOPED

The 2012/2013 cycle for the development of the 2014/15 IDP was managed by the IDP manager who is supported by the District Municipality's Development Planning shared services and technical support from the Department of Cooperative Governance and Traditional Affairs. There is general recognition that the process was well managed and there are effective structures in place. Ultimate responsibility, however, still rests with the Municipal Manager.

The IDP institutional make up consist of the Municipal Manager (IDP Manager); IDP Representative Forum; IDP Steering Committee; Endumeni council and IDP/LED Technical Planning Session (sector involvement). These committees are responsible for ensuring public participation; transparency; alignments; compliance and credibility of the IDP. A key form of promoting community involvement is through the Ward structures. Ward Committees are in place, and meetings generally take place as per an approved IDP/Budget/Community involvement Process Plan. These committees were utilised during the IDP process, although their function is not to deal exclusively with IDP related matters. The following ward committee meetings occurred and they were specifically focused on IDP/BUDGET/PMS AND COMMUNITY related matters:

TABLE 1: IDP Dates

STEERING COMMITTEE	
IDP Steering Committee Meeting	17 October 2014 09 March 2015
STRATEGIC PLANNING SESSION	
IDP Strategic Planning Session	08 May 2015
REPRESENTATIVE FORUM MEETING	
1 st Rep Forum 2014/15IDP Budget and Public Engagement Meeting 2 nd Rep Forum	26 November 2014
Community Based Planning	
Budget/ IDP Road Show	

1.5 KEY CHALLENGES

Issues were identified throughout the IDP processes and were confirmed by management, councilors and the community as applicable, namely found in the six different KPA's of the IDP. Conclusive SWOT analyses were also taken of the individual KPA's:

TABLE 2: Key Challenges

KPA	Key Challenge	Description
Basic Service Delivery	Roads ; Housing; Electricity; Water & Sanitation	The backlog on key services remains a challenge including those of the District Municipality
Local Economic Development	Agriculture; Skills; Job creation	The municipality has appointed the LED Manager, and he will be resuming his duties with the local council in due time, to drive economic agenda of council.
Good Governance and Public participation	Community Facilities; Crime; Poverty; Clinics	The lack of proper facilities has undermined the capability of community structures to meet regularly and engage vigorously. In enhancing good governance the ward communities are in place but not yet effective as expected. Councilors' involvement is not satisfactory.

KPA	Key Challenge	Description
Municipal Institutional development and transformation	Municipal structure to relate to six priority KPAs	To expand and fund the municipal structure that will be responsive to the current challenges and enable council to discharge its functions effectively.
Municipal financial Viability and management	Debt collection, loss of revenue through electricity theft, renewal of indigent register	The low rate of debt collection hinders the delivery of other services within the municipal competency.
Spatial Planning and Environmental Management	Review the town planning scheme and Environment Management Plan, Spatial Development Framework.	Urgent need persist to exist to update the old town planning scheme and Spatial Development Framework.

1.6 LONG TERM VISION

By 2030 Endumeni should have a revived and revitalized prominent and dominant economic sectors through the district industrial development programmes thereby create a conducive and sustainable environment for both economic and social empowerment of local residents.

1.7 IMPROVEMENTS

Basic to the strategic actions aiming at improving delivery are the key performance areas that underpin “a credible IDP”. In this context, preliminary assessment process, each national KPA is briefly addressed in turn in this executive summary as called for in the March IDP review process.

The municipality then went a step further by highlighting the “matters” raised by the MEC of Cooperative Government and Traditional Affairs (COGTA) by then identify “action to be taken” as follows.

KPA	CHALLENGE	ACTION TO BE TAKEN	RESPONSIBILITY
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	- No evidence of the existence of Human Resource Strategy. - No evidence of the existence of workplace skills plan and Employment Equity. - Need to appoint Section 56 posts - SPLUMA institutional arrangements and budget requirements for its implications.	- These issues have been addressed on the current review. - There is a WSP in place, there was non implementation, due to lack of finance. Two appointments were made, CFO, Executive Manager Corporate Services. An updated municipal structure is being finalized will be taken to council for adoption 30 June 2015. - The ELM agreed to a district joint SPLUMA MPT. Council has delegated a person to sit in the DJMPT. A	- Corporate Services - IDP Manager

KPA	CHALLENGE	ACTION TO BE TAKEN	RESPONSIBILITY
	Developing and Implementation of the ICT Government Framework and Strategy	budget has been allocated for SPLUMA implementation. Need submitted to the portfolio committee.	
LOCAL ECONOMIC DEVELOPMENT (LED)	- Municipality lacks alignment provincial and national priorities and policies are not supported by the projects - Municipality must fill LED vacancies.	- Align projects to National, Provincial and District priorities and plans. - Review the LED Strategy within the financial year. - An LED Manager has been appointed.	- MM's office - LED Unit - IDP Manager
SERVICE DELIVERY AND INFRASTRUCTURE	- Need to include maps that reflect the existing bulk infrastructure - No mention of IWMP & Landfill	- To source required information from respective units. - The landfill site is located in Glencoe, see	- Technical Services - IDP Manager

KPA	CHALLENGE	ACTION TO BE TAKEN	RESPONSIBILITY
	Sites • Need to include the water and sanitation services • Need to use census 2011 data for telecommunication report	status quo within the cross cutting discussion. • IWMP Draft document sent to Dept Environmental Affairs for approval prior to adoption. • Align IDP with the district water and sanitation services. • Obtaining the data from telecommunication is a challenge to the municipality.	
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	• Indication of the costs for indigent support in the past three years. • Municipality must have a coherent plan to preserve useful life of assets. • Develop Revenue Enhancement Strategy	• To include the cost of indigents on the current review.	• Financial services

KPA	CHALLENGE	ACTION TO BE TAKEN	RESPONSIBILITY
	- Indicate new or planned borrowings - Provide an indication of the increment falling. - SWOT analysis must be revisited and enhanced with more detail and description. - Address electricity theft. - Disclose capital funding urgency.	A meter auditing company has been appointed, to audit if ever the meters are tempered or not.	
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	- IGR structure not functional. - Expedite the development, adoption and implementation of the Communication Plan.	Municipality has to attend and engage to the established IGR, as part of compliance. There is a Communication Strategy adopted 2013, that is in place and implemented	Corporate Services

KPA	CHALLENGE	ACTION TO BE TAKEN	RESPONSIBILITY
	- Establish an Audit Committee - Establish Bid Committees - Develop all by-law as per the Constitution, Schedule 4, and 5 Part B		
SPATIAL DEVELOPMENT FRAMEWORK (SDF)	- Compliance with the principles and content of SPLUMA - No Capital Investment Framework (CIF) - Develop policy to guide to protect high potential agricultural land. - Lack SIP 1-18 - Lack of programmes to	- Align SDF with SPLUMA principles and section 21 requirements - Develop a CIF aligned with the projects from the IDP - Include agriculture maps and data to the SDF. - Include the National Infrastructure Plan, SIP 1-18. - Indicate where arable land and	Technical services

KPA	CHALLENGE	ACTION TO BE TAKEN	RESPONSIBILITY
	protect agriculture land. - Lack of understanding the environment. - No alignment with Disaster Management	develop an Agricultural Plan, in the next financial year. - Engage with Ezenvelo Wild Life for data. - Align disaster Management to SDF	

1.8 ENDUMENI PERFORMANCE MANAGEMENT SYSTEM

Endumeni Local Municipality has finalized and reviewed its Organizational Performance System as required in terms of Chapter 6 of the Municipal Systems Act, 32/2000. The documents which have been developed as part of the process are as follows and consideration is currently being given to the conversion to an electronic system:

- Organizational and Departmental Score Cards
- PMS policy
- PMS Framework
- Individual Performance plans
- Individual Performance Agreements

The Organizational and Departmental scorecards contain strategies in line with SALGA guidelines and are further compliant with the Provincial Growth and Development Strategy and District Growth and Development Strategy. It has been recommended that the Performance Plans that have been developed for Section 57 Managers be made applicable to all employees. However, to date Endumeni Municipality Performance Management System has been refined to include a

system of individual staff appraisals as contemplated per section 67 of the Municipal Systems Act.

1.9 FIVE YEAR ACTION PLAN

Basic to five year action programme are the projects which have been reviewed and are shown in Section E. The process of reviewing, revising and updating the 2014/15 IDP Projects Table was co-ordinated internally by the IDP Manager. A series of meetings were convened both individually and collectively with the various line-function Departments within the Municipality, as well as with the key Sector Departments, and ward committees in order to identify projects that accord with the Municipality's Vision. This resulted in the compilation of a comprehensive schedule of proposed projects as shown in Section F. The outputs from the Ward Committee meetings also inform the review of and prioritisation of projects and are included in this IDP.

1.10 MEASURING & MONITORING PROGRESS

The Service Delivery Budget Implementation Plan was revised by the IDP manager. The Performance Management System is being reviewed and the SDBIP and PMS Service as the tools used to monitor and evaluate delivery progress. The IDP is linked to the budgeting process and projects are appropriately categorised into the capital and operational budget process as is required of a "credible IDP".

2. PLANNING AND DEVELOPMENT PRINCIPLES

2.1 INTRODUCTION AND BACKGROUND

Integrated Development Planning is a **process** through which municipalities prepare a strategic development plan, for a five year period. The Integrated Development Plan (IDP) is a **product** of the integrated development planning process. The IDP is a principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality. All municipalities (i.e. Metros, District Municipalities and Local Municipalities) have to undertake an integrated development planning process to produce integrated development plans (IDPs), as the IDP is a legislative requirement and its legal status supersedes all other plans that guide development at local government level.

Integrated development planning is a very interactive and participatory process which requires involvement of a number of stakeholders. Because of its participatory nature it takes a municipality approximately 6 – 9 months to complete an IDP and this timing is closely related to the municipal budgeting cycle. However, during this period delivery and development is not at a standstill, it continues.

2.2 LEGISLATIVE FRAMEWORK

2.2.1 MUNICIPAL SYSTEMS ACT (NO 32 OF 2000)

According to Chapter 5, Section 32 of the Municipal Systems Act of 2000, all municipalities (i.e. Metros, District Municipalities and Local Municipalities) are required to undertake an integrated development planning process to produce integrated development plans (IDPs). A credible IDP is a single, inclusive strategic plan for the municipality that:

- is based on up to date and accurate statistics and empirical data that can inform strategic decision making;

- integrates, co-ordinates and facilitates service delivery, local economic development and wise land use management within the municipal area of jurisdiction;
- forms the general basis on which annual budgets are developed;
- aligns the resources and capacity of the municipality with the implementation of the plan;
- assists a municipality in fulfilling its constitutional mandate as developmental local government; and
- facilitates the processes of democratisation and sustainability through vigorous public participation.

Chapter 5, Section 34 of the Municipal Systems Act (No 32 of 2000), requires municipalities to review their IDP's on annual basis to address amongst others but not limited to:

- Comments from the MEC for Co-operative Governance need to be considered as part of the IDP preparation process;
- Consider new Council priorities;
- New policies (e.g National Development Plan, Provincial Growth and Development Strategy, Growth Path);

2.2.2 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, ACT 108 OF 1996

The Constitution requires municipalities to undertake developmental orientated planning to ensure that it:

- Strives to achieve the objectives of local government as indicated in Section 152;
- Gives effect to its developmental duties as required by Section 153;
- Together with other organs of state it contributes to the progressive realization of fundamental rights contained in Section 24, 25, 26, 27 and 29.

2.2.3 MUNICIPAL STRUCTURES ACT (NO 117 OF 1998)

The Municipal Structures Act No 117 of 1998 makes provision for the powers and functions between the districts and local municipalities. It mandates district wide functions to the district municipalities and critical day to day functions to the local municipalities.

2.2.4 MUNICIPAL FINANCE MANAGEMENT ACT (NO 56 OF 2003)

The annual Budget and the IDP have to be linked to one another and that has been formalised through the promulgation of the Municipal Finance Management Act (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act indicates that:

At least 10 months before the start of the budget year, table in the municipal Council a time schedule outlining key deadlines for:

- a) The preparation, tabling and approval of the annual Budget;
- b) The annual review of:
 - a. The integrated development plan in terms of Section 34 of the Municipal Systems Act, and
 - b. The Budget related policies
- c) The tabling and adoption of any amendments to the integrated development plan and budget related policies, and
- d) The consultative processes forming part of the processes referred to in subparagraphs (a), (b) and (c).

2.2.5 DISASTER MANAGEMENT ACT (NO 53 OF 2002)

The Disaster Management Act No 53 of 2002, Section 25 requires:

- (1) Each municipality must, within the applicable municipal disaster management framework-

- (a) prepare a disaster management plan for its area according to the circumstances prevailing in the area;
 - (b) co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;
 - (c) Regularly review and update its plan: and
 - (d) through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.
- (2) A disaster management plan for a municipal area must-
- (a) form an integral part of the municipality's integrated development plan;
 - (b) anticipate the types of disaster that are likely to occur in the municipal area and their possible effects;
 - (c) place emphasis on measures that reduce the vulnerability of disaster-prone areas,
 - (d) seek to develop a system of incentives that will promote disaster management in the municipality;
 - (e) identify the areas, communities or households at risk;
 - (f) take into account indigenous knowledge relating to disaster management;
 - (g) promote disaster management research;
 - (h) identify and address weaknesses in capacity to deal with possible disasters;
 - (i) provide for appropriate prevention and mitigation strategies;

- (j) contain contingency plans and emergency procedures in the event of a disaster,
- (3) A district municipality and the local municipalities within the area of the district municipality must prepare their disaster management plans after consulting each other.
- (4) A municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the National Centre, the disaster management centre of the relevant province, and, if it is a district municipality or a local municipality, to every municipal disaster management centre within the area of the district municipality concerned.

2.2.6 LOCAL GOVERNMENT: MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001

In 2001, the Municipal Planning and Performance Management Regulations were issued to further provide guidelines and clarity on the issues of IDP and PMS. The Municipal Planning and Performance Management Regulations provide details on the requirements of the IDP and Performance Management System.

2.3 ALIGNMENT WITH PROVINCIAL AND NATIONAL POLICIES

2.3.1 MILLENNIUM DEVELOPMENT GOALS

“The concept of a developmental state – which applies both to the country and the province – is rooted in the Millennium Development Goals (MDGs) adopted by the United Nations. Indeed both the national and provincial government’s development strategies and interventions should be viewed in the context of, and measured against, these international development goals which apply to all countries across the globe.

The MDGs which need to be achieved by 2015 are:

1. Eradication of extreme poverty and hunger

- Halve the proportion of people with less than R6.00 per day
- Reduce by half the proportion of people who suffer from hunger
- 2. Achievement of universal primary education
 - Ensure that all boys and girls complete a full course of primary schooling
- 3. Promotion of gender equality and empowerment of women
 - Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015
- 4. Reduction in child mortality
 - Reduce by two thirds the mortality rate among children under five
- 5. Improvement of maternal health
 - Reduce by three quarters the maternal mortality ratio
- 6. Combating HIV/AIDS, malaria and other diseases
 - Halt and begin to reverse the spread of HIV/AIDS
 - Halt and begin to reverse the incidence of malaria and other major diseases
- 7. Ensuring environmental sustainability
 - Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources
 - Reduce by half the proportion of people without sustainable access to safe drinking water
 - Achieve significant improvement in lives of at least 100 million slum dwellers, by 2020
- 8. Developing a global partnership for development

- Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory, includes a commitment to good governance, development and poverty reduction— Nationally and Internationally
- In cooperation with the developing countries, develop decent and productive work for youth
- In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries
- In cooperation with the private sector, make available the benefits of new technologies especially information and communication technologies”

2.3.2 NATIONAL DEVELOPMENT PLAN: VISION 2030

The National Development Plan has been prepared by the National Planning Commission, which was appointed by the President and it is not a government department. The purpose of the National Planning Commission serves to advice government on issues impacting long term development. The National Development Plan has a vision and targets to be achieved from now till 2030.

The National Development Plan is a step in the process of charting new path for the country. By 2030, the plan seeks to eliminate poverty and reduce in quality and create employment and it serves to change the life chances of millions of the people. The National Development Plan mainly seeks to address the following main challenges:

- Too few people work;
- The standard of education for most black learners is of poor quality;
- Infrastructure is of poor quality and under maintained;
- South Africa remains a divided society;
- Corruption is wide spread; and
- Public services are uneven and often of poor quality.

The 2030 targets which are aimed to be achieved by the National Development Plan are as follows:

- **Economy and employment**
 - Reducing unemployment rate by 20% in 2011 to 14% by 2020, and 6% by 2030; creation of 11 million jobs by 2030;
- **Economic Infrastructure**
 - People with access to electricity should rise from 70% in 2010, to 95% by 2030;
- **Transition to a low carbon economy**
 - Reducing of green gas emissions by 2025;
- **Inclusive rural economy**
 - An additional of 643 000 direct jobs and 326 000 indirect jobs in agriculture, agro – processing and related sectors by 2030;
- **Education, training and innovation**
 - 80% of the schools and learners to achieve 50% and above in literacy, mathematics and science in grades 3, 6 and 9.
 - Improve education and training graduation rate to 75% by 2030;
- **Health care for all**
 - Under 20 age group should largely be an HIV free generation
- **Social protection**
 - Number of public works jobs should rise from the present level to about 1 million in 2015, and then to about 2 million by 2030;
- **Building safer communities**

- In 2030; people living in South Africa feel safe and have no fear of crime;
- **Fighting corruption and enhancing accountability**
 - a corruption free society and high adherence to ethics and government accountable to its people
- **Transforming society and uniting the country**
 - Living society where opportunities are not being determined by race and birthright, seek a united, prosperous and non – racial society.

2.3.3 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

Table No 5: Alignment of the Provincial Growth and Development Strategy to the municipal sectors

① JOB CREATION	✓	Agriculture, Mining, Manufacturing, Tourism & EPWP Programmes
② HUMAN RESOURCE DEVELOPMENT	✓	Primary and Secondary Education, Skills Development to support economy
③ HUMAN & COMMUNITY DEVELOPMENT	✓	Poverty, Health, Food Security & Human Settlement
④ STRATEGIC INFRASTRUCTURE	✓	Road & Rail, Water, Sanitation, Energy , ICT, Health, Education & Human Settlement
⑤ ENVIRONMENTAL SUSTAINABILITY	✓	Productive Use of Land, Renewable Energy, Biodiversity & Climate Change
⑥ GOVERNANCE AND POLICY	✓	Public / Private Sector relations, Capacity Constraints, Fraud & Corruption
⑦ SPATIAL EQUITY	✓	Rural Development Imperatives & Land Use Planning Controls, New emerging towns

The province of KwaZulu - Natal has managed to develop the Provincial Growth and Development Strategy which was adopted by Cabinet on the 31 August 2011, and has a vision to be achieved by 2030. The Provincial Growth and Development Strategy provides a strategic framework for development in the Province; it has seven strategic goals and 30 strategic objectives, and also key specific targets linked to each strategic goal which have to be achieved by 2030.

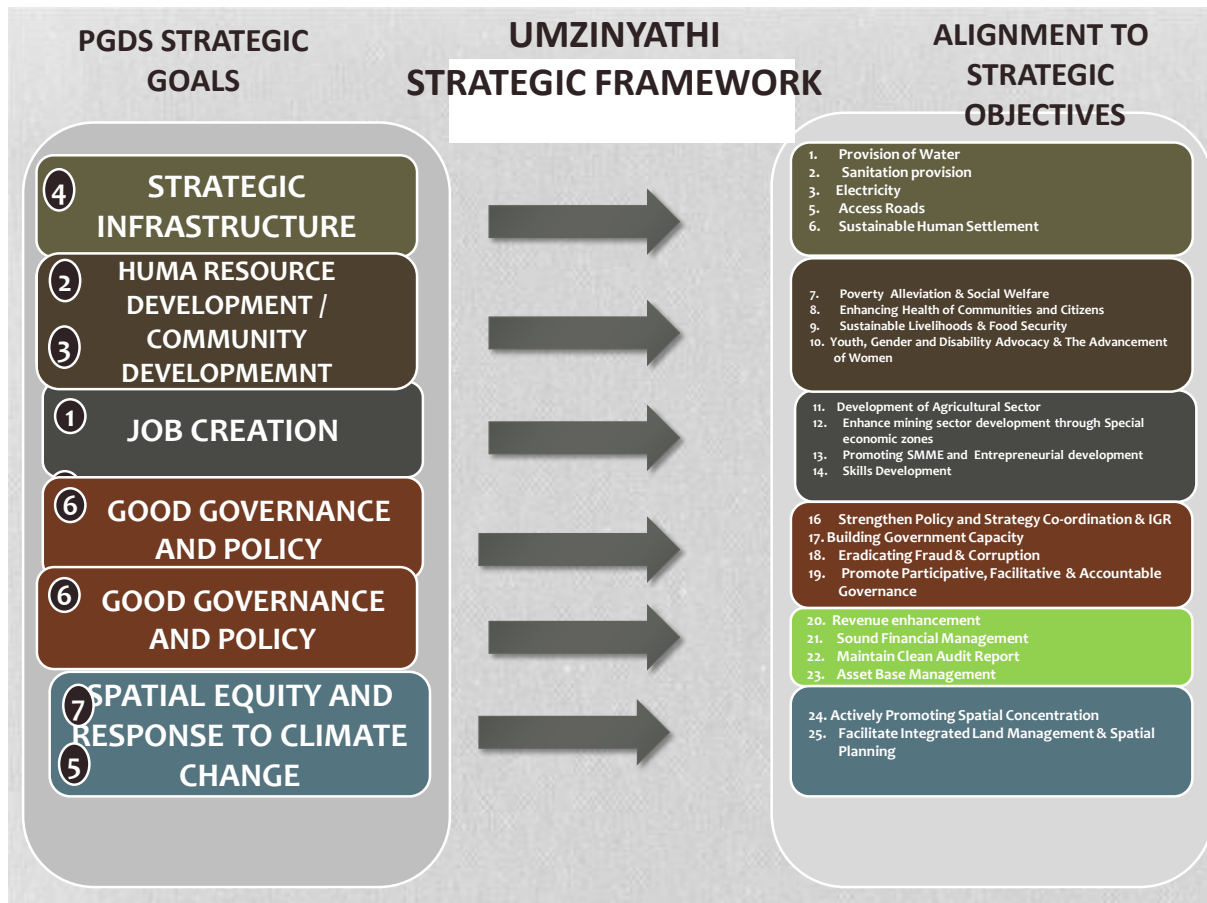
The main aim of the Provincial Growth and Development Strategy is growing the Economy for the improvement of the quality of life for all people living in the province of KwaZulu Natal.

PGDS is crucial to:

- Focus on a clear vision for the province;
- promote vertical, horizontal and spatial alignment;
- mobilise all development partners to achieve predetermined development objectives and targets; and
- build on the strengths and opportunities of the Province, while addressing weaknesses and threats.

Alignment to the Strategic Objectives of the Provincial Growth and Development Strategy to the municipal strategic objectives:

Table No 6: Alignment to the Strategic Objectives of the Provincial Growth and Development Strategy to the municipal strategic objectives



Alignment of the Provincial Growth and Development Strategy to the municipal sectors is as follows:

		(PGDS) Provincial Growth Development Strategies		
No.	Strategic Goals	PROVINCIAL STRATEGIES	DGDP STRATEGIES, SONA pillars	MUNICIPAL STRATEGIES
	JOB CREATION	1. Unleashing the Agricultural Sector 2. Enhance Industrial Development through Trade, Investment & Exports 3. Expansion of Government-led job creation programmes 4. Promoting SMME, Entrepreneurial and Youth Development 5. Enhance the Knowledge Economy	1. Unleash agricultural potential 2. Enhance sector department through trade and investment. 3. Promote SMME and entrepreneurial development 4. Develop the knowledge based to enhance the knowledge of the economy.	1. Municipality to avail its agricultural commonage to emerging farmers 2. Parks and Gardens Unit is EPWP compliant in creating jobs for the SMME's. 3. Sthembile Township Media Centre in conjunction with DUT in transferring entrepreneurial knowledge through an ICT

				program.
No.	Strategic Goals	PROVINCIAL STRATEGIES	DGDP STRATEGIES, SONA pillars	MUNICIPAL STRATEGIES
	HUMAN RESOURCE DEVELOPMENT	6. Early Childhood Development, Primary and Secondary Education 7. Skills alignment to Economic Growth 8. Youth Skills Development & Life-Long Learning	1. Improve early childhood and development, primary and secondary education. 2. Support skills alignment with economic growth. 3. Enhance skills development and lifelong learning. 4. Enhance youth skills development and life-long learning.	1. Municipality has released land and signed the MOA for the development of a regional FET to be established in the main town of Dundee. The municipality with a good partnership with the mine sector, Buffalo Coal Mine and Department of Education, is at a planning progress of developing a crèche and a primary school in Craigside.

No.	Strategic Goals	PROVINCIAL STRATEGIES	DGDP STRATEGIES, SONA pillars	MUNICIPAL STRATEGIES
	HUMAN & COMMUNITY DEVELOPMENT	9. Poverty Alleviation & Social Welfare 10. Enhancing Health of Communities and Citizens 11. Sustainable Livelihoods & Food Security 12. Sustainable Human Settlements 13. Safety & Security 14. Social Cohesion	1. Poverty Alleviation & Social Welfare 2. Enhancing Health of Communities and Citizens 3. Enhancing Sustainable Livelihoods & Food Security 4. Sustainable Human Settlements 5. Safety & Security 6. Social Cohesion 7. Youth, Gender and Disability Advocacy & The	1. Funding economical projects that are identified through Operation Sukuma Sakhe, especially those that are food security orientated like the Ngcedo Garden on Tandy Street. 2. Make provision for development of health facilities integrated to the new townships,

			Advancement of Women	taking consideration of the population ratios and distance for existing facilities. 3. LED strategy together with OSS program me make provision to enhance Sustainable Livelihoods & Food Security 4. Endumeni Safety & Security Plan. 5. ... 6. Woman Youth and disable people programmes
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				are to be developed and implemented.
No.	Strategic Goals	PROVINCIAL STRATEGIES	DGDP STRATEGIES, SONA pillars	MUNICIPAL STRATEGIES
	STRATEGIC INFRASTRUCTURE	16. Development of Ports and Harbours 17. Development of Road & Rail Networks 18. Development of ICT Infrastructure 19. Improve Water Resource Management 20. Develop Energy Production Capacity	1. Development of airports 2. Development of road and rail networks 3. Development of ICT Infrastructure 4. Improve Water Resource Management 5. Develop Energy Production Capacity	1. Rehabilitation of provincial roads/taxi rank in Dundee CBD at the amount of 50million. A proposed airport site will be indicated in the SDF. 2. Council has approved an application for a Biogas station linked to the agricultural feedlot industry. 3. Rural solar

				lighting project in conjunction with DMEA.
No.	Strategic Goals	PROVINCIAL STRATEGIES	DGDP STRATEGIES, SONA pillars	MUNICIPAL STRATEGIES
	RESPONSE TO CLIMATE CHANGE	21. Increase Productive Use of Land 22. Advance Alternative Energy Generation	1. Increase Productive Use of Land 2. Advance Alternative	1. Council has approved an application for a Biogas station linked to the agricultural

		23. Manage pressures on Biodiversity 24. Disaster Management	Energy Generation 3. Manage pressures on Biodiversity 4. Disaster Management	feedlot industry. 2. Rollout of solar geysers for socio-economic housing in conjunction with DMEA and DHS. 3. Have a SEA in place for the municipality and a land use scheme that will be informed by the district EMF and Endumeni SEA. 4. Disaster Management.
No.	Strategic Goals	PROVINCIAL STRATEGIES	DGDP STRATEGIES, SONA pillars	MUNICIPAL STRATEGIES
	GOVERNANCE AND POLICY	25. Strengthen Policy and Strategy Co-ordination & IGR 26. Building Government Capacity 27. Eradicating Fraud & Corruption	1. Strengthen Policy and Strategy Co-ordination & IGR 2. Building Government Capacity 3. Eradicating Fraud &	1. Endumeni Fraud and corruption strategy 2. District Coordinating Forum that coordinates

		28. Promote Participative, Facilitative & Accountable Governance	Corruption 4. Promote Participative, Facilitative & Accountable Governance	intergovernmental relations. 3. Endumeni Municipal Public Accounts Committee 4. Ward committee training for the new term of office
No.	Strategic Goals	PROVINCIAL STRATEGIES	DGDP STRATEGIES, SONA pillars	MUNICIPAL STRATEGIES
	SPATIAL EQUITY	29. Actively Promoting Spatial Concentration 30. Facilitate Integrated Land Management & Spatial Planning	1. Actively Promoting Spatial Concentration 2. Facilitate Integrated Land Management & Spatial Planning	1. Endumeni Spatial Development Framework and Housing Sector Plan 2. Draft “Wall to Wall” Town Planning Scheme and a LUMS, review the SDF annually.

THE VISION

The Endumeni Municipality's vision represents a desired future scenario for the region and it stands to reason that the adopted vision must also guide and inform the evolving of its spatial development framework.

In this manner, the vision can highlight areas to which development or service infrastructure should possibly be directed.

The vision for Endumeni is set out hereunder:

Together in Prosperity

“Endumeni, being at the heart of the KwaZulu-Natal battlefields, is a dynamic, developmentally focused Municipality, working in partnership with its entire people for the promotion of the sustainable, harmonious and balanced development of all its urban and rural communities.”

The mission statement of the municipality describes what the municipality does, why it is doing it and for whom it is being done. The mission reads as follows:-

Mission Statement

To provide an effective system of governance and

administration aimed at addressing the challenges confronting the municipality i.e.

- ♦ Planning for integrated, sustainable growth
- ♦ Economic development
- ♦ Social development
- ♦ Integrated environmental development
- ♦ The promotion of individual cultures
- ♦ Empowerment and
- ♦ Equity

In a manner benefiting Endumeni's core values

The values of Endumeni Municipality describe the relationship between people within the municipality as well as between the municipality and its customers. The core values express the beliefs, commitment and principles that guide decision-making and endeavour to reflect the prevailing culture within the municipality.

Core Values

- ♦ Responsiveness
- ♦ Focus
- ♦ Excellence
- ♦ Humanism
- ♦ Enthusiasm

From the IDP spatial development perspective some of the key elements of this vision include the following:

- ♦ an emphasis on tourism/battlefields
- ♦ balanced development of all urban and rural communities
- ♦ harmony - people working together
- ♦ focus on the balanced development of the urban AND rural areas

These have been translated into a number of IDP objectives and strategies (only strategies that have a spatial impact and that the SDF need respond to are noted):

Table 1 : IDP Objectives and Strategies

OBJECTIVE	STRATEGY
To facilitate the development of sustainable human settlements	Complete current projects and initiate planning for the phased 2009. 2010 and 2011 programme
To develop and maintain the stormwater management programme	Complete current projects and initiate planning for the phased 2009. 2010 and 2011 programme
To upgrade and maintain municipal roads serving the Endumeni Local Municipality as a whole	Complete current projects and initiate planning for the phased 2009. 2010 and 2011 programme
To upgrade and maintain municipal parks, gardens, sports facilities and cemeteries across the municipal area	Acquire necessary tools and equipment

OBJECTIVE	STRATEGY
To facilitate improved municipal refuse removal and street cleaning in the municipality	Upgrade and maintain municipal refuse removal cleaning services
To facilitate access to electricity for all consumers within Endumeni Municipality	Develop a comprehensive sustainable energy resources access plan in keeping with the Municipal Systems Act Section 43 requirements for service delivery and performance measurement
To facilitate integrated access to appropriate waste management for all consumers within the Endumeni Municipality	Procure funding for integrated waste management plan. Develop a comprehensive sustainable solid waste resources access plan in keeping with the Municipal Systems Act Section 43 requirements for service delivery and performance measurement
To facilitate land reform as per integrated LED strategy	Initiate land reform as per the districts LED strategy Unleash agricultural potential Support SMMEs within the jurisdiction of the municipality
To address transportation and access across the municipality	Address the Current Public transport Record Rehabilitate roads and storm water drainages

OBJECTIVE	STRATEGY
	Have integrated transport to gain access
To facilitate public service delivery	Initiate agreed to public services programme
To finalise the LUMS	Develop/ finalize the current LUMS programme
To facilitate LED as per LED strategy and District Growth Development Plan	Initiate projects and programmes as per the LED sector plan
	Develop incentive policy
	Support emerging farmers
	Facilitate regional tourism, training facility
	Initiate Talana Museum maintenance and development programme
	Initiate strategic tourism initiatives
To facilitate social services delivery	Maintain and upgrade services

OBJECTIVE	STRATEGY
To facilitate disaster management	Initiate programme as per disaster management plan
To provide for safety and security services	Maintain and development the safety and security services
To ensure integrated spatial and environmental management planning	Develop and integrate management plan based on an SEA

The IDP states that the vision and mission statements need to be realised through development objectives, which in turn are made more specific through strategies, projects, and project activities with their associated budget allocations. This process needs to be informed by localised strategic policy guidelines and the core values of the organisation. This put a very specific focus on the SDF to be practical and implementable.

The below figure depicts the spatial implications and interventions required to achieve the above development vision. The elements of the vision is linked to the spatial development principles as highlighted in the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013).

Table 2: Spatial Implications of IDP Vision Statement

PRINCIPLE	GOOD GOVERNANCE	INTEGRATION	SUSTAINABLE DEVELOPMENT
Spatial Equity	Provision of services within fiscal capability of	- Infill development - Prevention of leap frog	Service Level Differentiation

	the municipality	development	
Spatial Sustainability	• Implementation of environmental assessment strategies. • Identification and protection of environmentally sensitive areas. • Protection of agricultural land	• Encouraging mixed use developments. • Densification measures • Urban edges	• Provision of Services within fiscal capability of the Municipality. • Socially beneficial Development • Balanced Land Development • Strategic environmental assessments.
Efficiency	• Optimal use of existing resources and infrastructure • Discourage urban Sprawl	• Residential and employment opportunities in close proximity to each other	• Optimal use of existing resources and infrastructure • Discourage urban Sprawl
Spatial Resilience	• Interdependance of land uses • Climate change strategies	• Balanced urban and rural development • High accessibility • Connectivity	• Diverse Combination of land uses • Maintain flexibility in change impacting development. • Pedestrianisation
Good Administration	• Streamlined Development Application Procedures • Comprehensive Municipal Planning • Institutional Capacity • Legislative Compliance.	• Sectoral and Spatial Development Integration	• Streamlined Development Application Procedures • Comprehensive Municipal Planning • Institutional Capacity • Legislative Compliance.

PRIORITY ISSUES IN THE IDP

The IDP highlights four priority areas in the Councils operations. They are:

- Basic service delivery and infrastructure development, with emphasis on:
 - Human Settlement
 - Roads
 - Electricity.
 - Waste Management
 - Environment and Disaster Management
 - Planning
- Socio-economic development which specifically targets:
 - Local economic development
 - Unemployment
 - Education and skills development
 - HIV/AIDS.
- Municipal financial viability.
- Good governance and public participation.
- Transformation and institutional development.
- Back to Basics

INTERGOVERNMENTAL ALIGNMENT

There is strong emphasis in the IDP on alignment with other government policies and programmes. The IDP shows the alignment of the Council's strategies with national and provincial priorities in the following table.

Table3: Alignment of priorities and strategies

NATIONAL PRIORITIES	PROVINCIAL PRIORITIES	ENDUMENI STRATEGIES

More inclusive economic growth, decent work and sustainable livelihoods;	Creating decent work and economic growth	Promote economically and socially sound wards
Rural development, food security and land reform;	Rural development/agrarian reform and food security	Agricultural development through the construction incubation programme
Access to quality education;	Education	Facilitation and coordination with the relevant sector departments
Improved health care;	Health	
The fight against crime and corruption;	Fighting crime	Promote sound financial management and coordination with the relevant sector department
A developmental state including improvement of public	Nation-building and good governance	Promote sound financial management

services;		
Economic and Social infrastructure;		Facilitate effective infrastructure and sustainable service delivery
Cohesive and sustainable communities;		Promote economically and socially sound district
Creation of a better Africa and a better world;		
Sustainable resource management.		

The IDP is very clear in its direction. How the Council succeeds to achieve its objectives through project implementation and the spatial impact of these projects are dealt with as part of the analysis section of the SDF.

2.3.4 ALIGNMENT OF THE MUNICIPAL TURNAROUND STRATEGY WITH THE OUTCOME 9

The National Government agreed to 12 outcomes as a key focus of work between now and 2014. Each of the 12 outcomes requires involvement of all spheres of government and other stakeholders outside government. The applicable outcome for

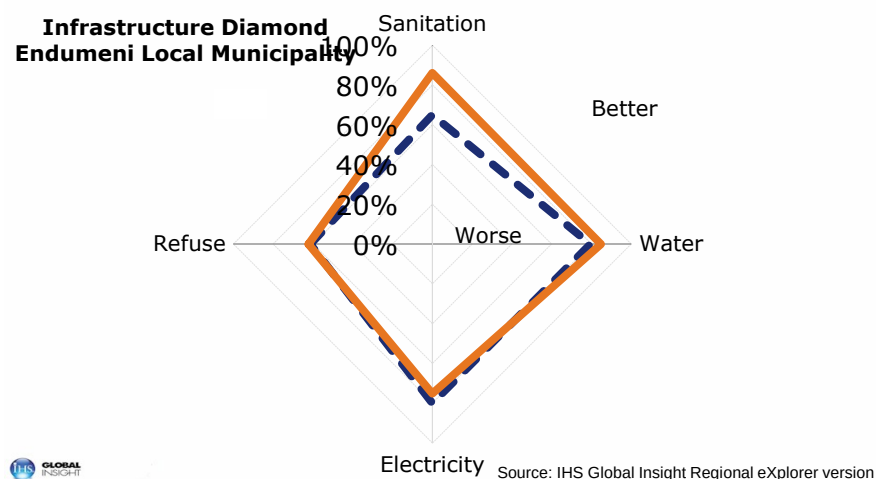
local government is outcome 9 which has seven outputs, and local government has to deliver on these seven outputs by 2014, and they are as follows:

Output 1: Implement a differentiated approach to municipal financing, planning and support

- The 2012/13 -2016/17 IDP is structured according to the KZN Framework Guide in order to be a credible IDP
- The Development Planning Shared Service (DPSS) in the District in full use and has a Town Planner and GIS Technician working 3days of the week in our municipality.
- The municipality's OPMS is the best practice in the district.

Output 2: Improving access to basic services.

- Endumeni is doing a good job on service delivery in terms of infrastructure regardless of not having the “powers & functions” over water and sanitation. Concern in backlogs is in the sanitation area and this is mainly from the rural areas of the municipality.



Output 3: Implementation of the Community Work Programme

- Roads / Parks and Gardens Unit are EPWP compliant in creating jobs for the SMME's.

Output 4: Actions supportive of the human settlement outcome

- Endumeni has released former buffer trip land in order to integrate the former townships to the existing former white areas that form the town. This then encourages densification and accessibility to amenities.

Output 5: Deepen democracy through a refined Ward Committee model

- Ward framework, policy as per resolution number CO2/17/05/11 and systems in place. Training budget of R150 000 approved and currently being implemented.

Output 6: Administrative and financial capability

- The municipality has a successful rate of revenue collection of 84%
- And the municipality also has an unqualified report.

Output 7: Single window of coordination

- All legislation that affects the Endumeni municipal is implemented upon promulgation and any policy or procedure that is affected by such promulgation is subsequently updated to meet the requirements of such legislation.

2.3.5 TURNAROUND STRATEGY

The municipality has a turnaround strategy in place which comprises of ten priorities, and quarterly reports on the implementation of the ten priorities are being submitted to COGTA through Municipal Support Infrastructure Agency. The turnaround strategy and outcome 9 are both aimed at improving the living quality of life for the communities. Therefore, the municipality has aligned the two strategic documents, and the alignment is based on the municipal powers and function as follows:

BACK TO BASICS IMPLEMENTATION

Scoring Scale- progress in the assessment shall be measured on a scale of 1-5, which will help score progress overtime. (75% and above achieved in each of the pillars will move the municipality into the next category).

LEVEL OF SCALE	DESCRIPTION OF LEVEL OF PROGRESS FOR OVERALL RANKING FOR EACH BACK TO BACK PILLAR (add narrative comments on context and challenges)
5	Comprehensive achievement has been attained with the commitment and capacities to sustain effort satalle levels

4	Substantial achievement has not been attained, but with some recognized deficiencies in commitment financial resources operational capacities.
3	There is some commitment and capacities to achieving output but progress is not comprehensive or substantial.
2	Achievements have been made but are incomplete and while improvements are been made
1	Achievements are minor and there are few signs of planning or forward action to improve the situation.

Challenges	Recommended actions /Activities	Current Support if Applicable (e.g. Section 139 Interventions)	Outputs	Target	Timeframes when will actions completed) (by the be	Responsibility (which department or agency will be responsible for the action)	Responsibility Municipality
Putting People First							
Public meetings by Mayor convened. However, not structured merely convened to respond to challenges. Reactive approach	Proactive approach. Feedback meetings to communities (summarizing Council decisions taken). Structured approach and structured programmes for engaging communities.		Municipality to develop a community engagement plan (proactive).	Draft public participation plan	31-Jan-15	SALGA. KZN COGTA Public Participation. National COGTA.	Coordination

Challenges	Recommended actions /Activities	Current Support if Applicable (e.g. Section 139 Interventions)	Outputs	Target	Timeframes when will actions be completed)	Responsibility (which department or agency will be responsible for the action)	Responsibility Municipality
Lack of a structured complaints management system	Procedure for Response to complaints. Dedicated officials. Extend scope of Help Desk. Fully fledged complaints system. Review organogram (permanent). Have adhoc individual (temporary). Perhaps Public Participation individual.	None	Fully fledged complaints system in place	Complaint system in place. Capacity building.	31-Mar-15	KZN COGTA Public Participation. SALGA (e-participation system). OTP (Siya Leader).	Ensuring system is developed and implementation
No functional rapid response unit.	Revive rapid response unit. Obtaining intelligence information in advance. Rapid Response Strategy document work shopped.	None	Empowered rapid response unit. Functional rapid response unit.	Revived functional RRT	31-Jan-15	KZN COGTA Rapid response unit	Ensuring rapid response unit is revived and functional

Challenges	Recommended actions /Activities	Current Support if Applicable (e.g. Section 139 Interventions)	Outputs	Target	Timeframes when actions will be completed)	Responsibility (which department or agency will be responsible for the action)	Responsibility Municipality
Municipality not sure if public communication strategy is in place.	Communication strategy needs to be developed and implemented. Communications manager to be in the OMM linked to Mayor. Revise organogram.		Adopted Communication Strategy	Adopted Communication Strategy	31 March 2015 in line with MunMec Resolution	KZN COGTA Communication and GCIS	Implementation of communication strategy
Delivering Basic Services							
Electricity losses, approximately R23 million (AG finding). Illegal connections in shacks. Tempering with metres. Slow improvement.	Appointed an audit company - auditing electricity metres. Engaged communities (Mayor and Speaker). Amnesty granted and payments received from communities. Credit Control Policy implemented. Meeting with District coordinator for CDW's (assisting with reporting electricity		Reduced electricity losses. Political buy-in. Increase revenue	30 % electricity losses reduced	30-Jun-15	KZN COGTA Municipal Finance and CDW's. ESKOM.	Lead role Implementation of credit control policy. Reduce electricity theft.

Challenges	Recommended actions /Activities	Current Support if Applicable (e.g. Section 139 Interventions)	Outputs	Target	Timeframes when actions will be completed)	Responsibility (which department or agency will be responsible for the action)	Responsibility Municipality
	theft). Electricity Campaign. Strengthen bi-laws. Engage legal						
Free basic services, need targeted approach not universal	Indigent register updated. Beneficiaries - only indigent. Indigent needs to be well defined. Implementation of indigent policy.		updated and reviewed Indigent policy and register	Updated indigent policy and register	30 June 2015 and implemented thereafter	COGTA Municipal Finance and Free basic unit. National Free Basic Unit (development of policy)	Lead role and implementation
Repairs and maintenance budget, below 7% norm. Currently R5.5 million (3%)	Increase the repairs and maintenance budget (especially for electricity infrastructure). Adjustment budget (additional 1%)and next budgeting session.		Increased repairs and maintenance budget (%)	5% for repairs and maintenance budget	30-Jun-15	MISA. KZN COGTA Infrastructure unit. SALGA Infrastructure	Implementation

Good Governance

Challenges	Recommended actions /Activities	Current Support if Applicable (e.g. Section 139 Interventions)	Outputs	Target	Timeframes when will actions be completed)	Responsibility (which department or agency will be responsible for the action)	Responsibility Municipality
MPAC needs updated Terms of Reference	MPAC is functional; need updated ToR for clear delegations and roles and responsibilities. Consider COGTA MPAC ToR and tailor make	SALGA - workshop	Updated ToR and clear delegations	MPAC Terms of Reference adopted by Council	31-Mar-15	SALGA. KZN COGTA Municipal Governance.	Developing ToR
No Anti-corruption policy only a draft in place	Finalise Anti-corruption policy.		Finalized Anti-corruption Policy	Anti-corruption policy adopted by Council	31-Mar-15	SALGA. KZN COGTA Municipal Finance.	
Audit Committee needs capacity building	Joint AC and PAC Appointing Performance Specialist within Committee. Fast-track appointment of additional member.		Capacitate Audit Committee	Effectively functional audit committee with Performance Specialist	15-Feb-15	COGTA Municipal Performance. SALGA Finance.	

Challenges	Recommended actions /Activities	Current Support if Applicable (e.g. Section 139 Interventions)	Outputs	Target	Timeframes when actions will be completed)	Responsibility (which department or agency will be responsible for the action)	Responsibility Municipality
Gaps within performance management system. OPMS and IPMS (Performance management plans not in place. Quarterly assessments not conducted.)	Fully functional performance management system. Dedicated official within OMM. Secondment by Governance		Functional PMS with dedicated personnel	An adopted and functional PMS system	30 June 2015 (can be reviewed)	KZN COGTA Municipal Performance.	
Need support with bi-laws.	Need review of current by-laws. Also developing other relevant bi-laws which are not in place. Gazette bi-laws. Enforcement of current relevant by-laws		Reviewed by-laws	Adopted and promulgated by-laws.	30-Jun-16	KZN COGTA Municipal Governance. SALGA Governance	

Challenges	Recommended actions /Activities	Current Support if Applicable (e.g. Section 139 Interventions)	Outputs	Target	Timeframes when will actions be completed)	Responsibility (which department or agency will be responsible for the action)	Responsibility Municipality
Capacity constraints have resulted in non-compliance to legislation. No IDP Manager (pending case), LED Manager (case closed), 2 nd Town planner (considering shared service), and PMS Officer/Manager (pending case)	Posts in the organogram and budgeted. Some pending cases have been resolved out of court. Advertise and appoint as per organogram. Currently utilizing shared service (temporary) and appoint (permanent)	Engaged KZN COGTA IDP. Awaiting response	Reviewed organogram. Advertisement and filling of positions that have no legal issues	Reviewed organogram and appointments	31-Mar-15	SALGA. KZN COGTA Administration, Municipal Planning	
Pending external labour litigation cases	Submission of cases to National COGTA DDG		Resolved litigation cases.	Conclusion of litigation cases	30-Jun-15	SALGA (labour related). KZN COGTA Municipal Governance	
Outdated municipal website	Updating and securing the web page. Dedicated official. Engaging COGTA HOD and UMzinyathi DM		An updated and secured municipal website	An up and running accessible website	31-Mar-15	KZN COGTA HOD UMzinyathi DM OTP	

Challenges	Recommended actions /Activities	Current Support if Applicable (e.g. Section 139 Interventions)	Outputs	Target	Timeframes when will actions be completed)	Responsibility (which department or agency will be responsible for the action)	Responsibility Municipality
Sound Financial Management							
Weak Cash Management		Provincial Treasury is currently conducting a cash flow management initiative.	Improved cash management.	Improved cash management.	31 March 2015	KZN Provincial Treasury	Endumeni Municipality to lead- Municipal Manager
Weak VAT Management		Provincial Treasury is currently conducting a VAT Management Initiative.	Improved VAT management.	Improved VAT management.	31 March 2015	KZN Provincial Treasury	Endumeni Municipality to lead- Municipal Manager
Preparation of the audit action plan that adequately respond to the audit queries raised by AG	Implement strong controls to adhere to the targets set on the plan. Progress on action plan to be tabled at audit committee meetings, portfolio committees and to council		Audit action plan		28 Feb 2015	KZN COGTA municipal finance	Endumeni Municipality to lead
Capacitation of the	Appointment of the		Effective SCM unit		30 June 2015	National and	Endumeni

Challenges	Recommended actions /Activities	Current Support if Applicable (e.g. Section 139 Interventions)	Outputs	Target	Timeframes when actions will be completed)	Responsibility (which department or agency will be responsible for the action)	Responsibility Municipality
supply chain management unit	SCM manager and filling of other critical vacancies. Training of bid committees. Strengthen controls at stores to reduce shortages of stock					Provincial Treasury KZN COGTA Municipal Finance	Municipality to lead
Collection of government debt and other collectable debts	Review and Implement credit control and debt collection strategy and policy.		Revenue enhancement		30 Jun 2015	Public works, Education, Provincial and National Treasury KZN COGTA	Endumeni Municipality to lead
Building Institution and Administrative Capabilities							
Section 54/56 Manager vacancies. Corporate Service and Finance have been appointed, and Technical Services in process of appointment	Executive Manager Technical position to be filled.			Appointment of Executive Technical	2015/03/31	KZN COGTA Municipal Admin (assisting with appointment processes)	

Challenges	Recommended actions /Activities	Current Support if Applicable (e.g. Section 139 Interventions)	Outputs	Target	Timeframes when will actions be completed)	Responsibility (which department or agency will be responsible for the action)	Responsibility Municipality
MM suspended (more than a year)	MM case currently in the High Court. Fast track matter. Consider all reasonable options to the benefit of all parties.	KZN COGTA Governance	MM case resolved	Appointment of MM	31-Mar-15	KZN COGTA Governance	
Human resource development plans not in place. No WSP officer. Succession plans need to be implemented	Revising WSP. Engage UMzinyathi DM for capacity. Engage LLF Engage Dept Labour - request extension.		Compliance with legislation. Developed finalised WSP	Revised WSP	30-Apr-15	UMzinyathi DM. SALGA. KZN COGTA Capacity Building.	Implementation
Employment Equity Plan incomplete and needs reviewed	Completed EEP. Utilizing internal capacity to develop EEP. Engage LLF		Compliance with legislation. Developed finalised EEP	Finalised EEP	31-Jan-15	KZN Municipal (TBC) COGTA Admin	Implementation

NB: Indicate any other support required I terms of each b2b Pillar.

The municipality was partially engaged with the National diagnostic tool. The recommendation is that it be redone following the National diagnostic tool. Generally, including Endumeni LM, municipalities do not develop proper terms of reference for the MPAC, including resolution for the delegation of oversight responsibility to this Committee.

2.3.6 OPERATION CLEAN AUDIT

Government has set a target for the government departments and municipalities to achieve Operation Clean Audit by 2014. Endumeni Local Municipality managed to achieve an Unqualified Audit Opinion with other matters for the 2011/12 financial year, which was before the national target which is 2014. The municipality is also committed and dedicated in achieving the clean audit report for the 2012/13 financial year, to ensure that the pride for the municipality of good governance and financial management is realized once again.

Map 1a.
Endumeni Local Municipality
in relation to District and
Local Municipalities in
KwaZulu Natal

Legend

- Endumeni Boundary
- District Municipalities

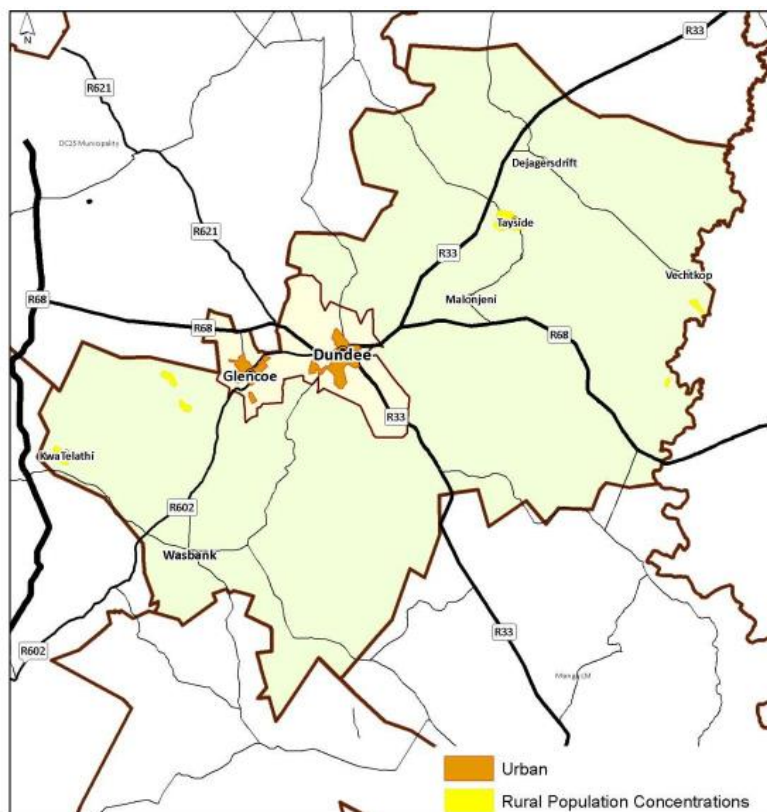
Logos: SSI, TrueNorth Mapping, Collaborative Action Planning Africa

Endumeni is 1,612km² in extent, 55km wide from north-east to south-west on the R33/R602 and 30km on the R33/ R621 south-east to north-west. In the context of national transportation systems, the Endumeni Municipality finds itself “out on a

limb” situated away from the national road network. At a regional level, the municipality is located on an important regional route servicing the agricultural regions of northern KwaZulu-Natal and southern Mpumalanga. Endumeni dominates the district economy as it serves as the key administrative, educational and economic centre for the entire district. Dundee is the centre from which tourism based on the cultural heritage of the Zulu Kingdom and ‘Battlefields’ is emphasized and managed to some extent. Glencoe serves as a secondary centre to Dundee. Together with Amajuba, the area is branded the ‘custodian’ of the Battlefields region which has international and regional significance.

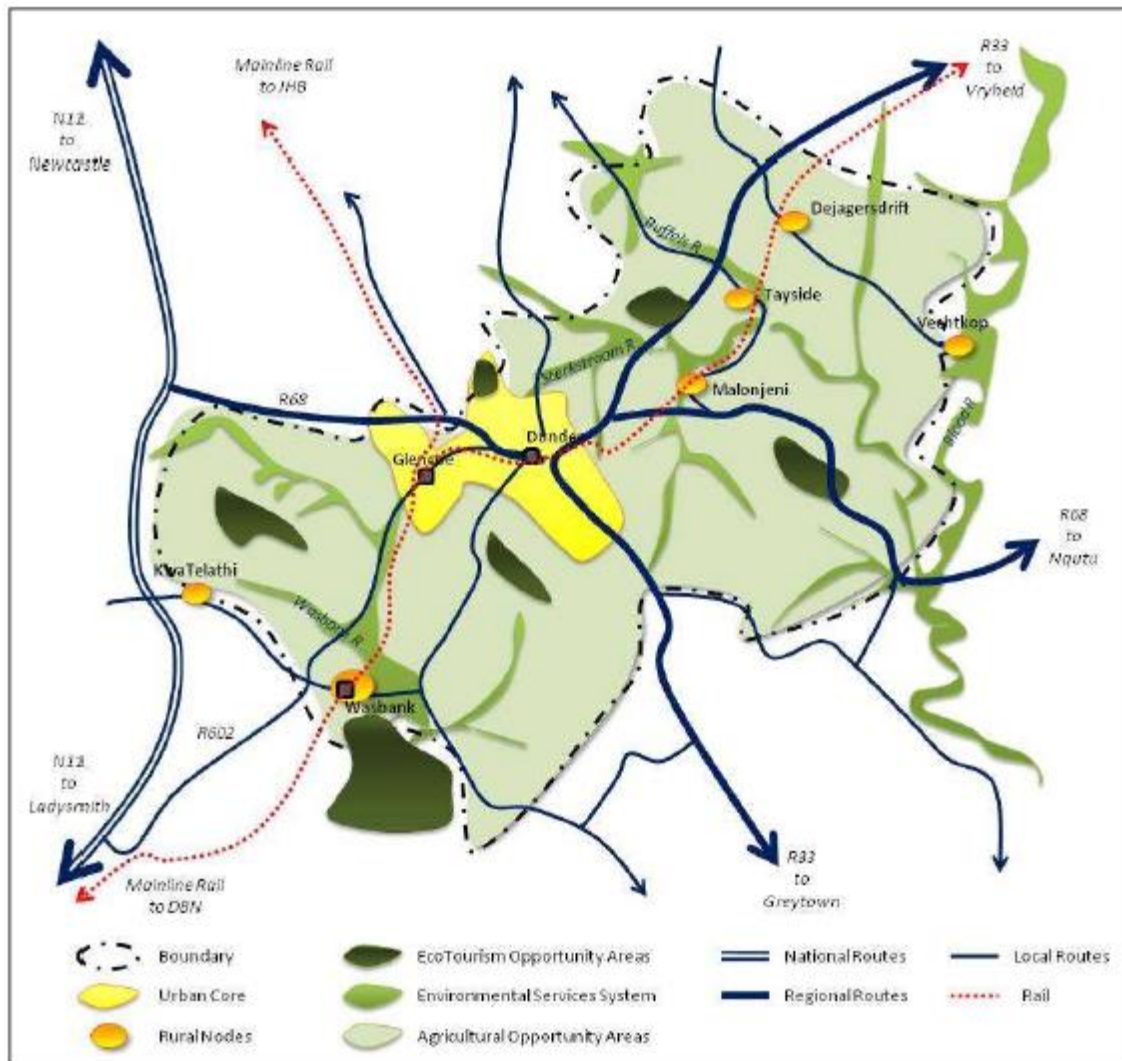
3.2 ADMINISTRATIVE ENTITIES

The Endumeni Municipality is unique in that its population is predominantly urbanised or based on commercial farms and unlike the other local municipalities in the District there is no tribal authority land. Dundee is the main economic heart of Endumeni and the administrative centre of the region and has a diversified economy



ranging from retail and trade, tourism, farming and administrative centre. The municipality is located within a well-developed commercial agricultural region and hence, it functions as an important regional rural service centre serving the surrounding agricultural hinterland. The municipality only comprises of six wards.

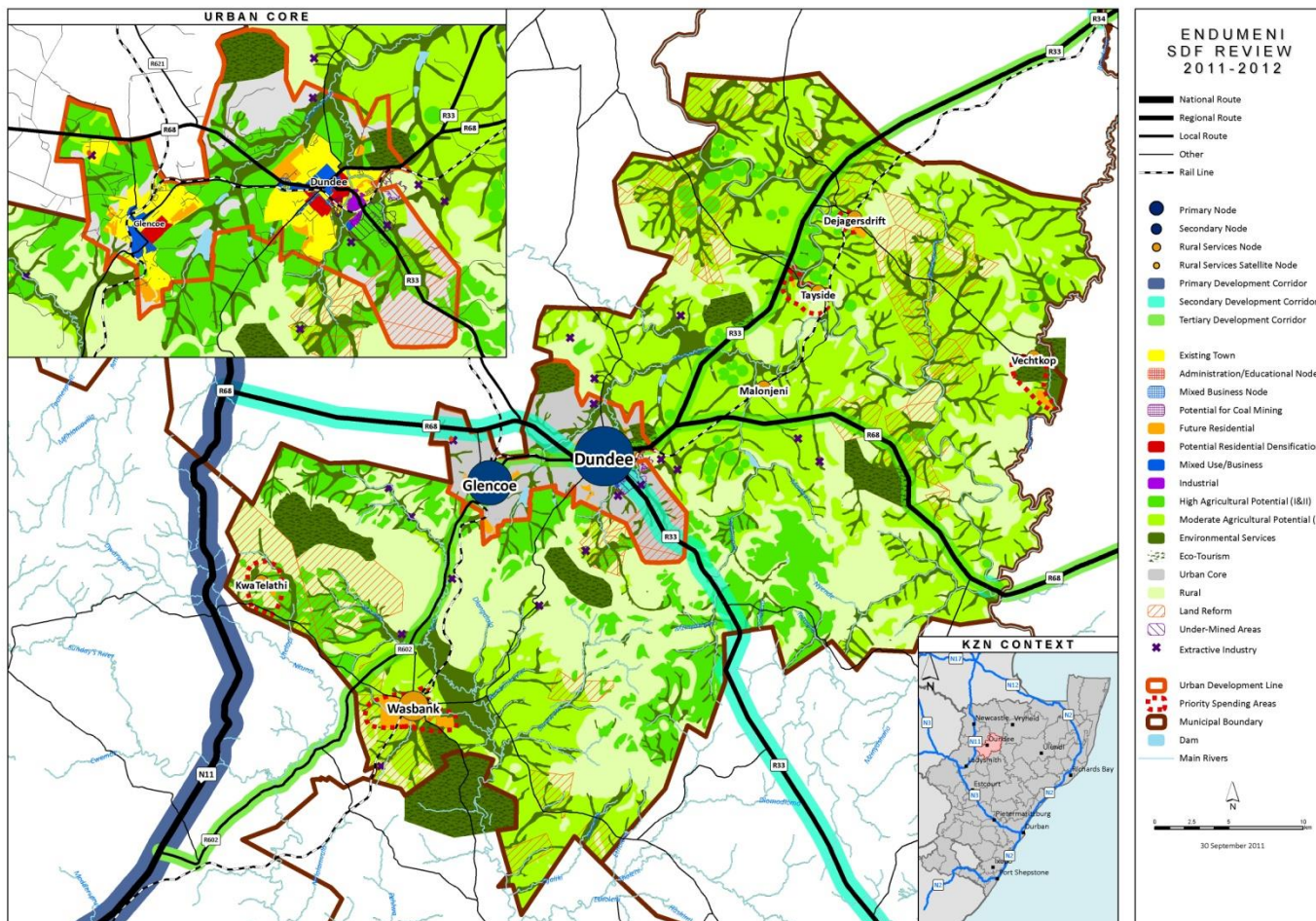
3.3 STRUCTURING ELEMENTS



The topography, hydrology and resources of the area have influenced and determined, to some extent, the physical structure of Endumeni, the patterns of settlement and of the land use within the area. The key towns of Dundee and Glencoe are centrally located within the municipal area and a network of roads radiate out from this central core, taking into account also the routes of the railway lines. Outside of this central core, the only other significant settlement node is Wabank. The remainder of the area is predominantly characterized by commercial farming. A limited number of small concentrations of people are scattered across the north-west sections of the municipal area.

Residential density in the area averages 6-8du/ha in the towns of Dundee and Glencoe, whilst the densities of the satellite townships associated with each Sibongile and Sithembile average densities of 30-35du/ha. The settlement form of the towns is suburban in nature with a predominant grid-layout street pattern. The highest intensity land use occurs in the CBD. The pattern of settlement is fragmented which impacts on thresholds for commercial development, community facilities and public transport. Dundee is 10km from Glencoe and 16km from Wasbank.

3.4 EXISTING NODES AND CORRIDORS (INCLUDING URBAN EDGES)



3.4.1 DEVELOPMENT CORRIDORS

The development corridors within Endumeni have been located with a provincial context and are therefore named accordingly.

3.4.1.1 PRIMARY CORRIDOR

The primary corridor within the region is the N11 (Ladysmith to Newcastle). Whilst the N11 does not pass through Endumeni it does provide access to the R602 and R68 for access to the area from the west. This is a key industrial and agricultural corridor.

3.4.1.2 SECONDARY CORRIDOR

R33 and R621 form the central spine of the secondary provincial priority corridor. The focus of this corridor is agriculture and tourism.

3.4.1.3 TERTIARY CORRIDORS

These comprise the lower order roads within the municipal area, including the R33 from Dundee to Wasbank and the R68 to Nqutu and the R33 to Vryheid.

Although they are lower order roads, they play an important role in enhancing accessibility to a number of the rural settlements within the municipal area.

3.4.1.4 ACTIVITY CORRIDOR

Mixed use activity corridors are located within Dundee and Glencoe. These routes offer an opportunity to provide the highest range and intensity of mixed use activities.

3.4.2 NODES

Endumeni Local Municipality has four nodes. The primary node is Dundee, secondary node is Glencoe, the tertiary node being Wasbank and last id the

rural service satellite nodes, being: De Jagersdrift, Vechtkop, Tayside, Malonjeni, and KwaTelaphi

3.4.2.1 PRIMARY NODE - DUNDEE

An existing multipurpose business, administrative, social service and intermodal transportation terminal centre that services the surrounding urban and rural communities of Endumeni and its neighboring municipal areas. Dundee is home to the headquarters of the UMzinyathi District Municipality.

3.4.2.2 SECONDARY NODE - GLENCOE

An existing secondary node that serves the greater Glencoe community with a mix of commercial and social services. The role of the node is to provide essential 'day to day' commercial needs and social and commercial services to immediately adjacent communities. The node should be consolidated with Dundee to form an urban core for Endumeni.

3.4.2.3 RURAL SERVICES NODE - WASBANK

An existing settlement that serves the southern region of Endumeni, Wasbank should be consolidated and/or enhanced as village centre that provides support to the development of the rural and agricultural hinterlands of Endumeni.

3.4.2.4 RURAL SERVICES SATELLITE NODES

Further Rural Service Satellite Nodes are proposed in areas where there is a significant concentration of rural population:

♦ De Jagersdrift ♦ Vechtkop ♦ Tayside	♦ Malonjeni ♦ KwaTelaphi
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These nodes fulfil a similar function to the rural services node but the provision of social facilities can be provided in a non-permanent manner. Such facilities

should include mobile clinic, school, mobile welfare services, mobile banking services, postal services, and a basic sports facility.

3.5 LAND COVER AND BROAD LAND USES

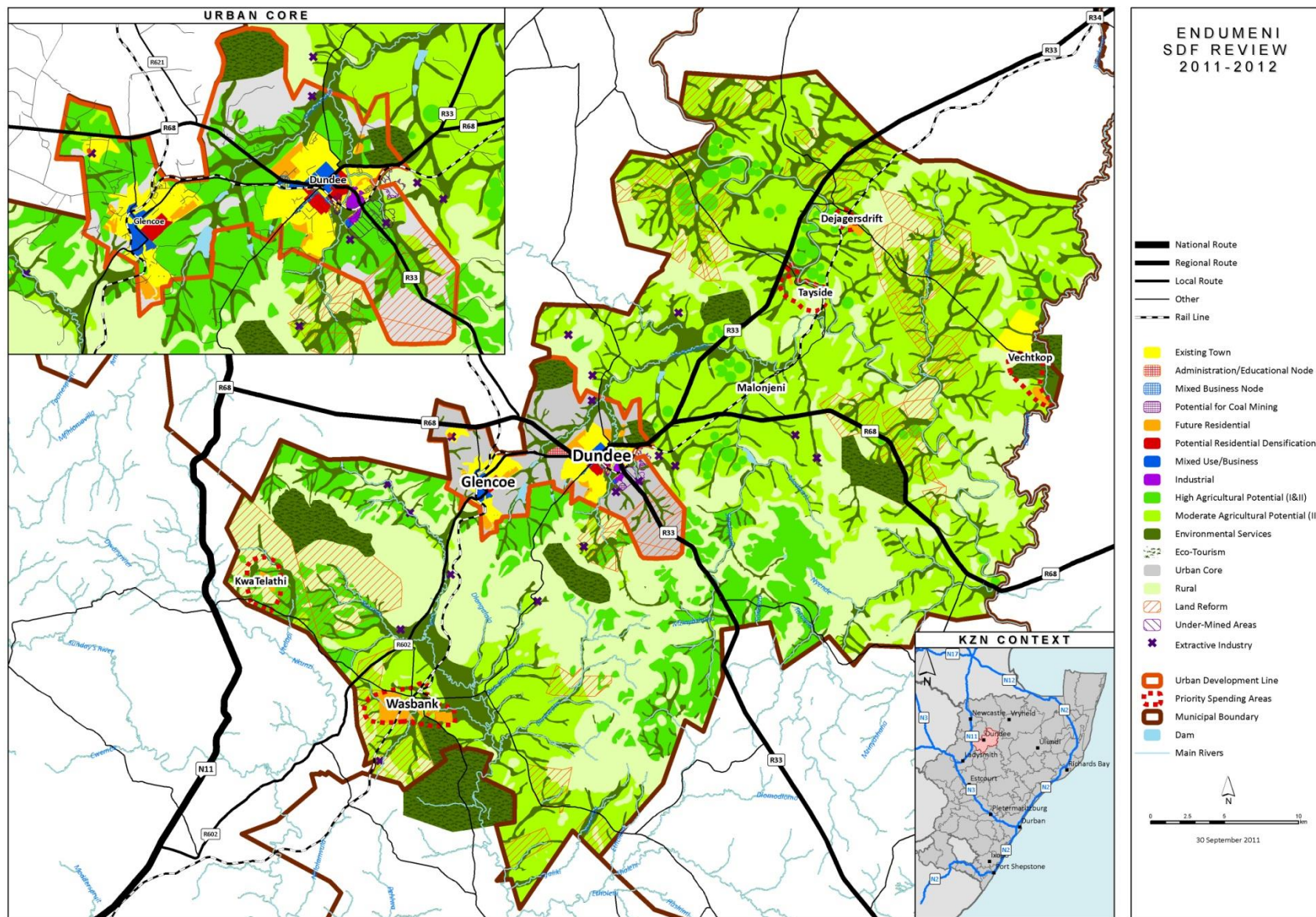
3.5.1 LAND COVER

The land cover of Endumeni Municipal Area can be categorized as follows:

- Urban/ Built-up areas – which includes the dense settlements and towns of Dundee, Glencoe and Wasbank.
- Mountainous areas – which are mostly found on the southern part of Glencoe and few steep/ hilly areas that are spread around different parts of the municipality.
- Natural Grasslands – which are mostly found within the farmlands.
- Surface Water (Rivers, Dams and Tributaries) – which includes Buffalo River and its associated tributaries.

3.5.2 BROAD LAND USES

Current land use patterns have evolved in response to the spatial structure of Endumeni, settlement patterns, the natural environment and regional access routes and reflects the predominately rural nature of the region within which Endumeni is located. The land use categories are not highly diversified and can be outlined as follows:



3.5.2.1 COMMERCIAL AGRICULTURE

The predominant land use in Endumeni is agriculture. Cultivation is mainly characterized by large areas of commercial dry land activities and dispersed areas of irrigated agriculture. The most productive land occurs around Glencoe, while areas with high to moderately high productivity occur in the north-west. The agricultural activities in the area include the extensive beef/sheep farming, dry land cropping of maize, soya, groundnuts and sunflower. Field crops are irrigated where there is access to irrigation.

3.5.2.2 SETTLEMENTS

Endumeni has two categories of settlements, urban and rural.

3.5.2.2.1 URBAN

Urban settlement is concentrated within the Dundee/ Sibongile, Glencoe/ Sithembile and Wasbank nodes.

3.5.2.2.2 RURAL

The balance of settlement is located either on the commercial farms or within a limited number of small rural settlements i.e. KwaTelaphi, Burnside, Malonjeni, Tayside, Vechtkop and Uithoek.

3.5.2.3 COMMERCIAL

The commercial economy Endumeni mimics that of a small-rural based town. Retail activities dominate, as well as those associated regional administrative activities e.g. government departments. Commercial (retail and office) activities are located within the urban core towns of Dundee and Glencoe. Informal trading occurs in the former township areas and within public nodes in Glencoe and Dundee.

3.5.2.4 INDUSTRIAL (MANUFACTURING)

Manufacturing accounts for only 7% of the local economy and production primarily linked to the agricultural sector. Industry is located within the formal industrial areas of Dundee and Glencoe with some activity related to agro-processing on commercial farms in the area. There are three main agro-processing activities in Endumeni:

- Orange Grove Dairy
- Maize production and milling supply
- Processing of beef products including feedlots and tanneries.

3.5.2.5 COAL MINES

The north western portions of KZN are important areas for mining coal. Coal mining can be directly linked to the development of Dundee and Glencoe. The industry is in the process of restructuring and whilst there is a decline in corporate interest, there is interest in small scale regeneration of the coal belt for SMME development.

3.5.2.6 TOURISM

Dundee is the centre from which tourism based on the cultural heritage of the Zulu Kingdom and 'Battlefields' is emphasized and managed to some extent. Glencoe serves as a secondary centre to Dundee. Cultural assets in the area include:

- Monuments and Museums (e.g. Talana Museum)
- Maria Ratschitz Mission
- Battlefield sites (Talana and Lennox Hills)
- Other Cultural sites i.e. Talana Crafts, Talana Zulu Cultural Villafe, Iron Age smelting sites
- Rifleman's Road and Red Soldier's March Battlefield Routes

3.5.2.7 COMMUNITY FACILITIES

The distribution of certain key community facilities including schools, clinics and the locations used by mobile clinics are concentrated in the existing nodes of Dundee, Glencoe and Wasbank with a number of lower order facilities scattered with the rural hinterland.

3.5.2.7.1 EDUCATION

Endumeni is served by both primary and secondary education facilities. The municipality is relatively well serviced in terms of primary schools however there are areas of the municipality, particularly in the north-west where there are limited primary school facilities. All secondary educational facilities are located within the urban core of Glencoe and Dundee. Small parts of Endumeni do not conform to the 5 km service radius of facilities.

3.5.2.7.2 HEALTH

Standards for the provision of Health Facilities are sourced from the KZN Provincial Publication “Guidelines for Planning of Facilities in KwaZulu-Natal”. The KZN Department of Health is in the process of revising their standards.

Optimum walking distances are between 1 to 2.5 km and with a maximum walking distance of 5km. The municipality obviously does not conform to this standard. Facilities are clustered within the urban core of Dundee and Glencoe and facilities are required in the rural and rural satellite nodes, particularly in the north-west of the Municipality. Endumeni is serviced by only one hospital, which is insufficient, notwithstanding the CSIR standards.

3.5.2.7.3 OTHER FACILITIES

Pension points are sporadically located across the municipality.

3.6 LAND OWNERSHIP

The land ownership pattern within Endumeni can be broken down into four main categories:

- Privately owned land – most of the land is in the hands of private individuals. These include the farms and residential properties.
- Municipal Land – there are properties which includes buildings (municipal offices) and vacant sites which belong to the municipality;
- State-owned land – these includes the schools, clinics and other public facilities which are spread within different parts of the municipality; and
- Land owned by Community Property Associations – these mainly involve the farms that have emanated from the settled restitution and redistribution claims.

3.7 LAND REFORM

In terms of the Department of Rural Development and Land Reform, the land reform programme, both land restitution and land redistribution projects have been implemented within the municipal area. To date, the following land reform projects have been implemented or are in the process of being implemented within Endumeni as tabled.

Table: Land Reform Projects

Project Name	Legal Entity Name
Aletta	RSA
Battersea Park	Sisonke Land Trust
Croydon	Senzangakhona CPA
Dalry / Phezukomkhono	Phezukomkhono CPA
De Jagersdrift Cluster	Ethembeni CPA

Project Name	Legal Entity Name
De Jagersdrift Cluster	Khanyisani CPA
De Jagersdrift Cluster	Masakhane CPA
De Jagersdrift Cluster	Sizanani CPA
De Jagersdrift Cluster	Thokoza CPA
De Jagersdrift Cluster	Vukuzenzele CPA
De Jagersdrift Cluster (spitzkop)	RSA
De Jagersdrift Cluster	Bambanani CPA
De Jagersdrift Cluster	Ekuthuleni CPA
De Jagersdrift Cluster	KwaMthethofanayo CPA
De Jagersdrift Cluster	Mazakhele CPA
De Jagersdrift Cluster	Sibonelo-Khwezi CPA
De Jagersdrift Cluster	Siyaphumula CPA
De Jagersdrift Cluster	Thuthukani CPA
De Jagersdrift Cluster	Zamokuhle CPA
Dumain	Lethukuthula CPA
Dundee Cluster	Entokozweni CPA

Project Name	Legal Entity Name
Dundee Cluster	Khululeka CPA
Dundee Cluster - Gowrie	Senzokhule CPA
Entabeni CC	Emast Farming cc
Fankomo	RSA
Harrowdale	Amalinda Family Trust
Henessey Trading cc	Henessey Trading cc
Klipspruit	Bazangoma CPA
Klipspruit / Bozangoma / Bozagane	Bazangoma CPA
Kuickvlei - Mvelwenhle	Mvelenhle Community Trust
Kuickvlei / Bhekanani	Bhekani CPA
Langverwacht Farm	The Green Farm Land Trust
Ruigtefontein	Ruigtefontein Syndikaat
Thangeni	Ekuthuleni CPA
Thangeni	Tangeni Land Trust
Tijgerkrantz/ De Jagersdrift	RSA
Verdruk (Ntekelezwayo)	Ntekelezwayo CPA

Project Name	Legal Entity Name
Wasbank Cluster / Thandanani	Thandanani CPA
Wasbank Cluster / Zimisele of Dingleddale	Zimisele Dingleddale CPA
Zimisele / Schuilhoek	Zimisele Community Trust
Zisizeni Sithole Community	Zisizeni Sithole CPA
ZS Sithebe Farming / ZS Sithebe Family (LB)	Matshosi Farming CC
ZZ Farming / Land Bank Project	Mageba Farming cc

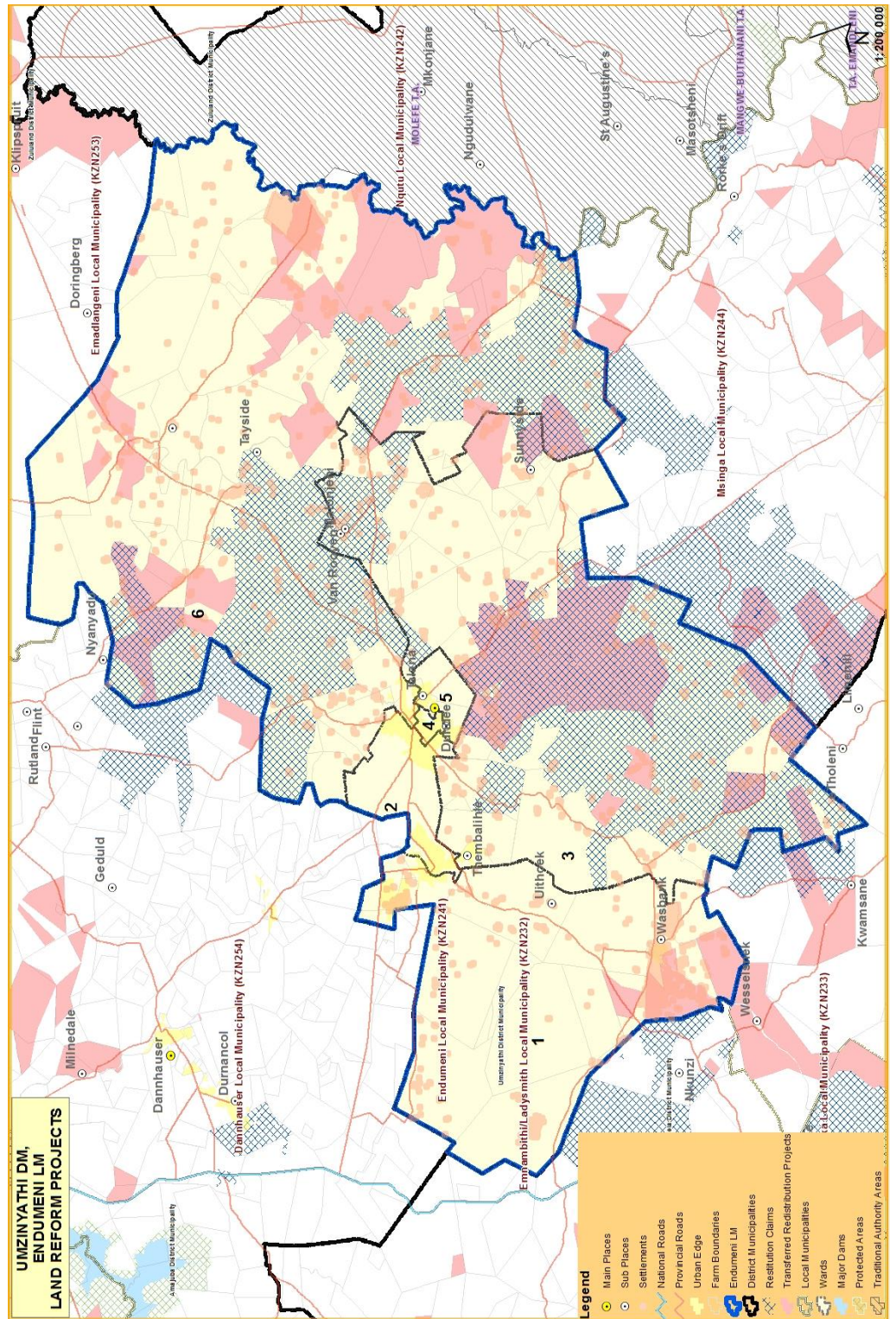


Table above is being expanded on a regular basis by the Department. In addition, the Department has provided the Local Authority with a schedule of properties that have been offered to the Department for purchase. The Local Authority is liaising with the Department in order to advise on which properties, if any would best serve the longer-term spatial and socio-economic development objectives of the Council.

3.8 LAND CAPACITY

Based on a broad 'agri-potentials' or 'bio-resource' classification by the Department of Agriculture, all agricultural land within the municipal area has been categorized as having either good or poor agricultural potential. The system provides for 8 land capability ranging from prime arable land (Class I) to land which is unsuitable for any agricultural use (Class VIII). The resulting land resource units can then be related to the appropriate agricultural land uses and levels of intensity as follows in the table below and

Table: Agricultural Land Capability Classes

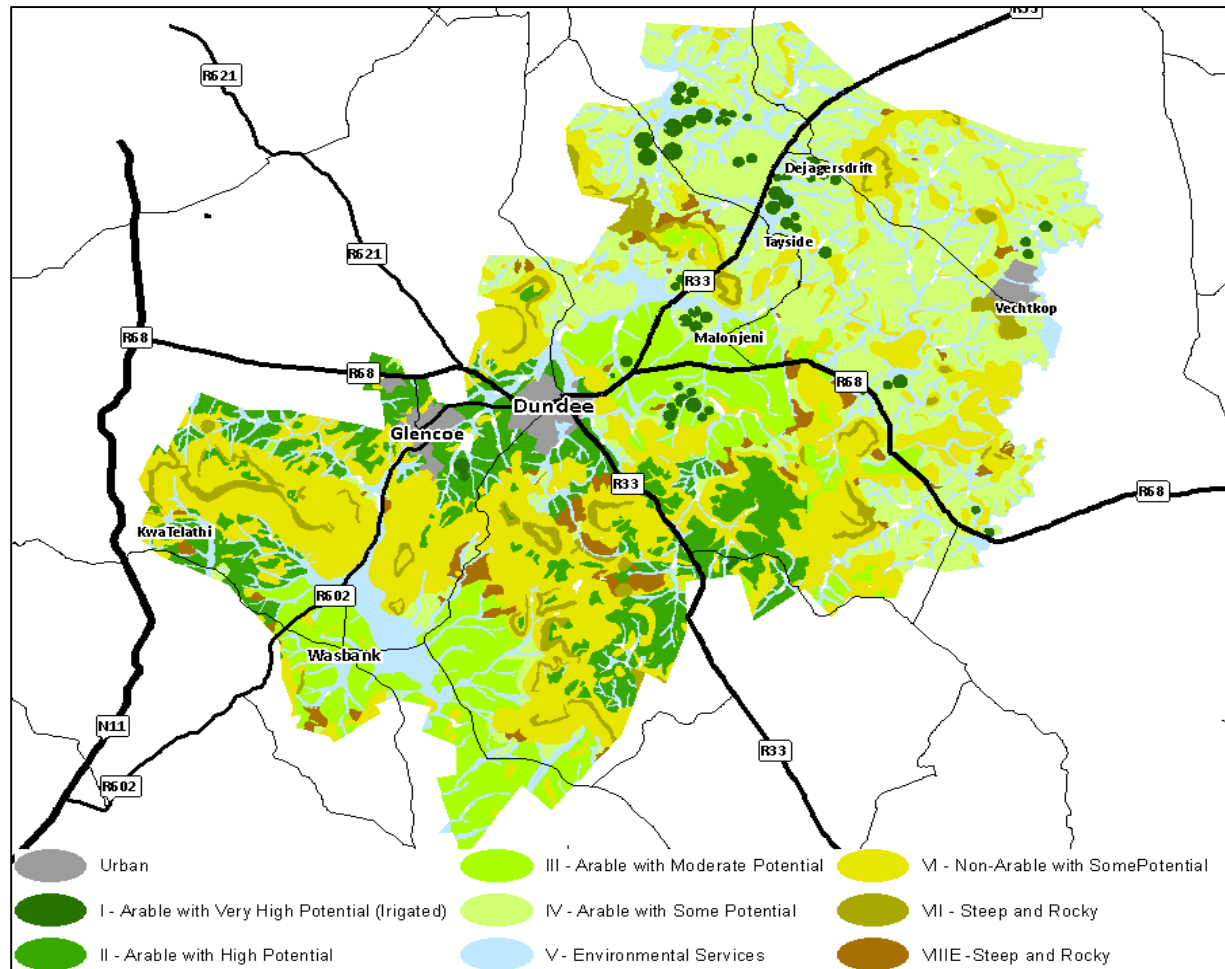
Land Capability Class	Land Resource Category	Recommended Land Use
I & II Under irrigation	High potential irrigable land	Intensive irrigated cropping
I & II Without irrigation	High potential arable land suitable for intensive dryland cropping	Intensive dryland cropping
III	Arable land with moderate	Semi-intensive dryland cropping

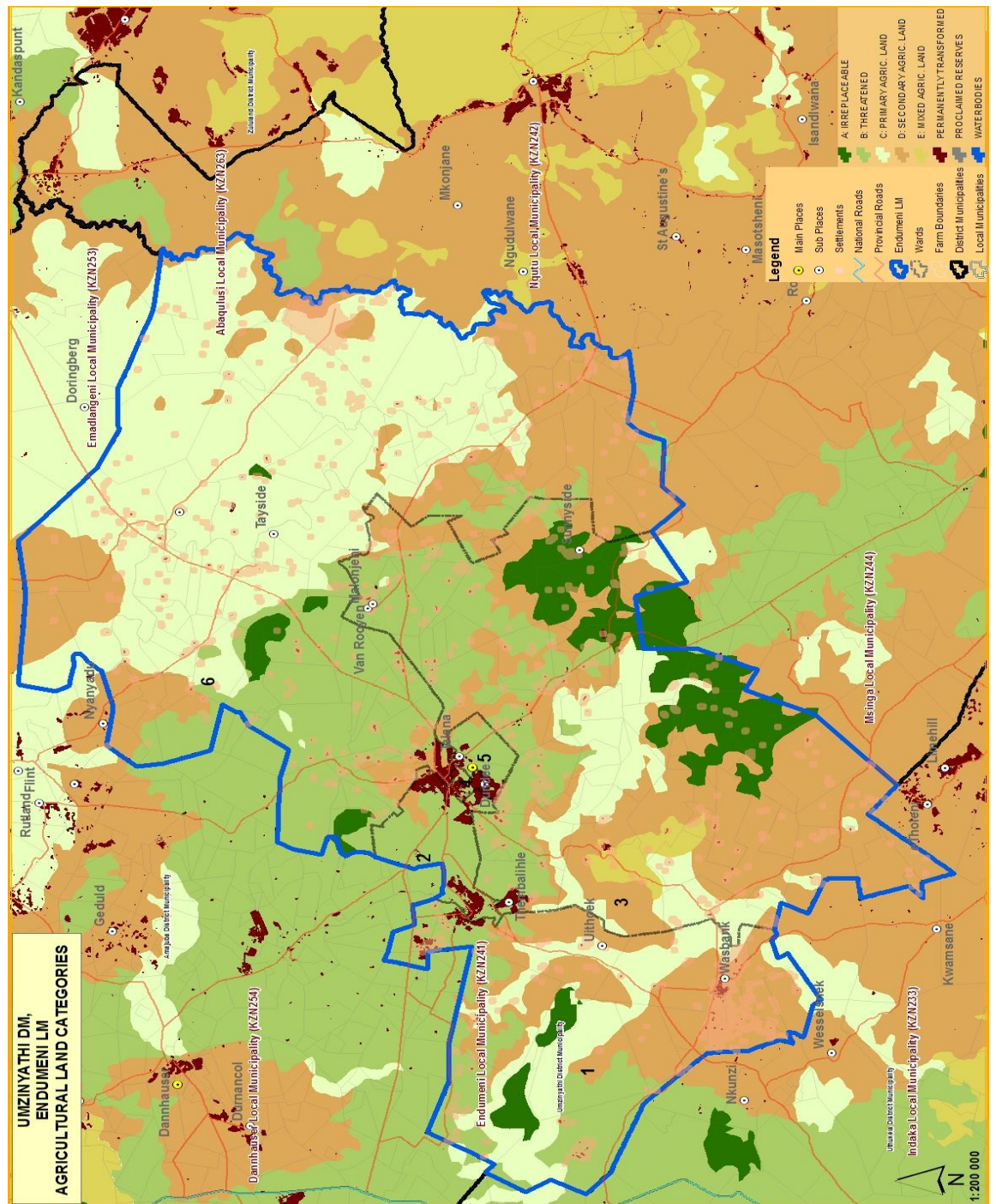
Land Capability Class	Land Resource Category	Recommended Land Use
	potential for dryland cropping	
IV	Arable land of limited potential for dryland cropping	Limited cropping, preferably only to perennials.
V	Wetlands and watercourses	Soil and water conservation with only limited grazing.
VI	Good non-arable land with scope for intensification but not annual cropping.	Suitable for pastures or, in high rainfall areas, forestry.
VII	Rough non-arable land suitable only for extensive use.	Suitable only for carefully managed extensive grazing.

This classification is important in that, in the future evaluation of any possible development projects, one key consideration must always be the implications of the loss of valuable productive agricultural land. Consequently, any proposed development within an area categorized as having good to high agricultural potential should be subjected to further investigation into the implications of its possible loss.

Conversely, in the areas of poor agricultural potential, there is a need to ensure the promotion of sound agricultural practices so as to avoid degradation of the fragile soils in these areas. Programmes for the rehabilitation of eroded areas should also be implemented, possibly under a public works programme.

Figure: Agricultural Land Capability Classes





3.9 PRIVATE SECTOR DEVELOPMENTS

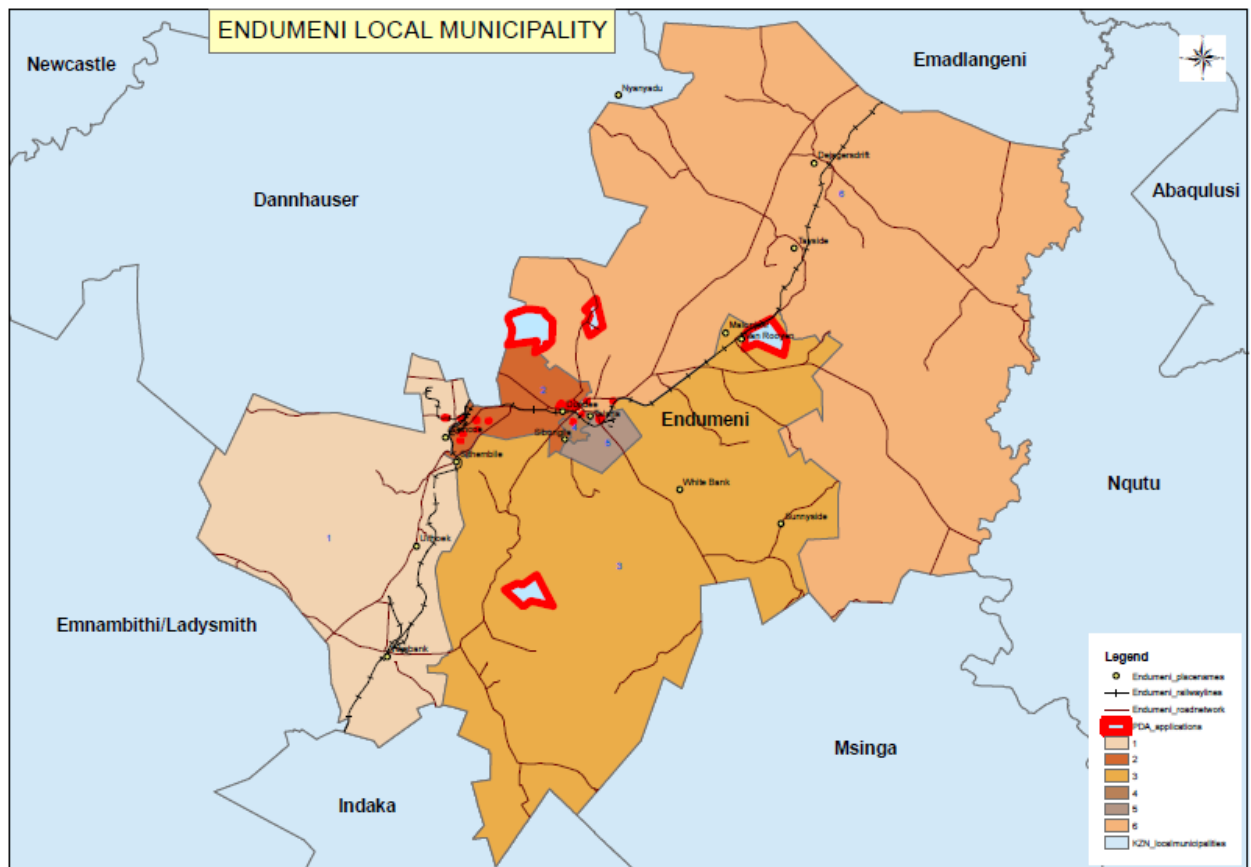
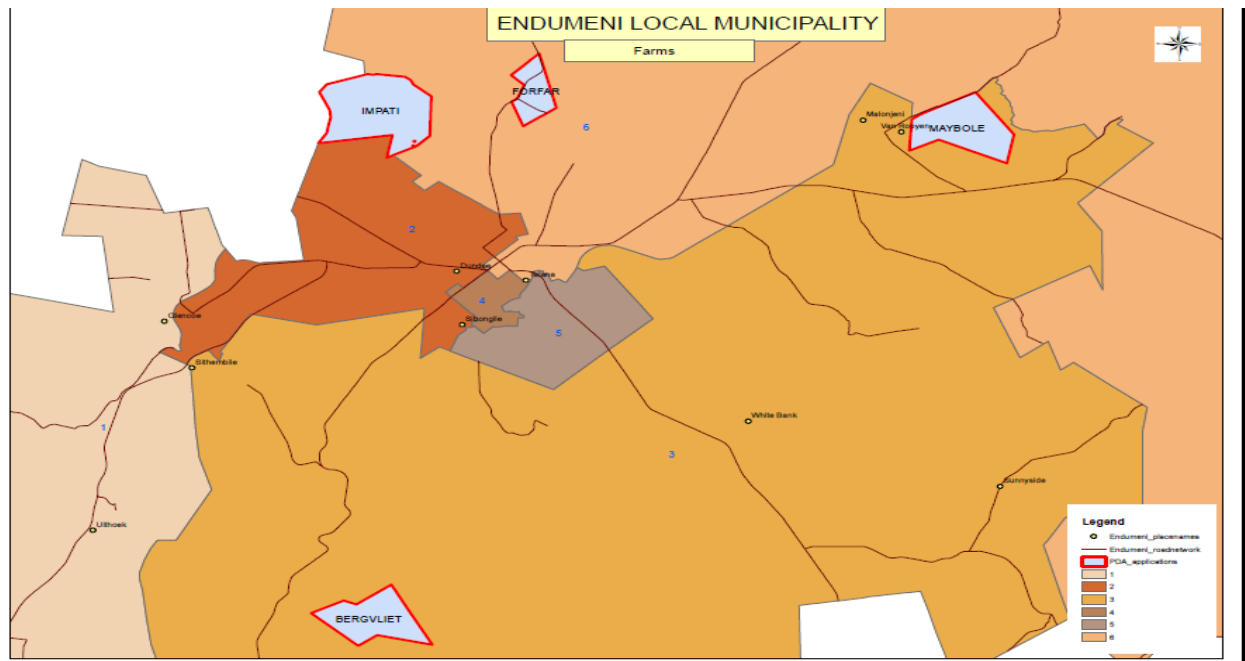
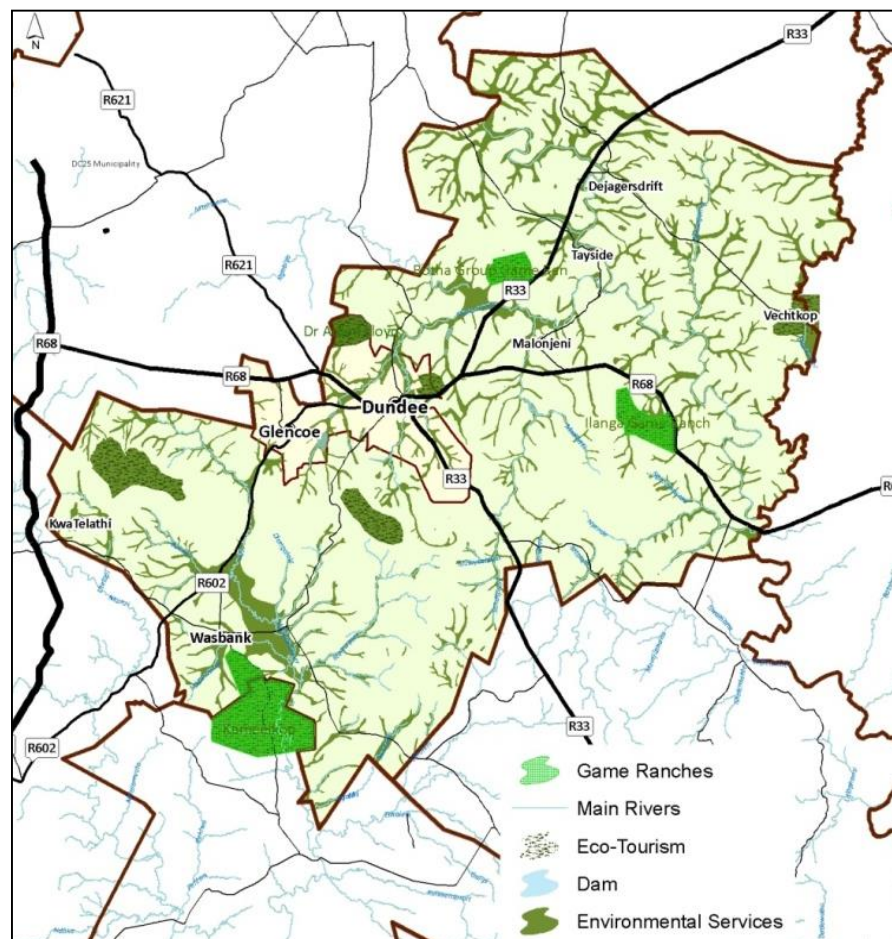


Illustration above shows PDA application received by Endumeni municipality from the year 2010 up to date. Most of the applications come from the two urban areas which is Glencoe and Dundee. There is a number of rezoning applications coming from privately owned land (Farms). More can still be done to encourage PDA applications in Endumeni

3.10 ENVIRONMENTAL ANALYSIS

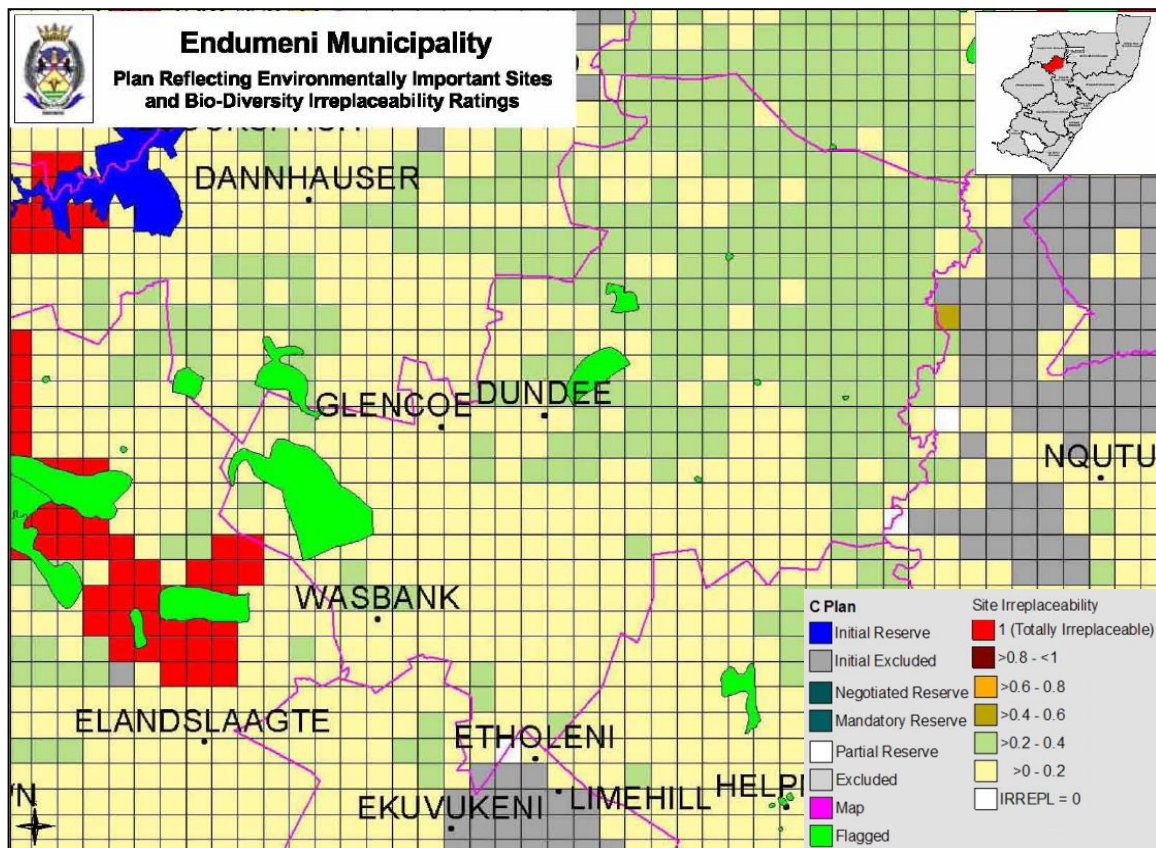
3.10.1 KEY HYDROLOGICAL FEATURE

The environmental service areas of Endumeni are ill defined and as a result highly pressurised and fragile. The area contains two primary river systems, the Buffels and Blood Rivers, as well as a number of secondary river systems of the Sterkstroom, Mzinyashana, Wasbank, Nsuze and Sandspruit Rivers. Further sensitive areas have been identified and include the Aden Lloyd Nature Reserve and a number of existing eco-tourism areas including sites of historical or cultural significance such as battlefields, as well as private game.



3.10.2 BIODIVERSITY

Figure: Environmentally Important Sites and BioDiversity Irreplaceability Rating



Endumeni is among a number of municipalities that have had large areas of vegetation transformed because of one kind of land use or another. As is evident from figure below areas in the south/ west of Endumeni in the vicinity of Glencoe and Dundee have experienced wide spread land transformation. A number of areas within Endumeni have been flagged for potential biodiversity conservation. No areas within Endumeni are considered irreplaceable from a biodiversity perspective.

3.10.3 AIRQUALITY

Endumeni does not host which heavy industries and as such it is less likely to be affected by air pollution. The land uses and economic activities within the area do not pose any threats which are related to air pollution that can take place at a large scale. However the mining activities need to be closely monitored since it generates emissions that can be hazardous to the neighboring communities over a long-term.

3.10.4 CLIMATE CHANGE

Over the past few years changes in climatic trends have been observed within KwaZulu-Natal. This includes observed warming trends in the north-eastern, Midlands and south coastal parts of the province. Also, wetting trends have been observed over parts of the region during February, which is abnormal.

- Abnormal drought occurred between 1990 and 1995 followed by extremely high rainfall amount in 1996 in Kwazulu-Natal.
- The 2001 runaway fires in Dundee and Vryheid caused R350m damages.
- In 2004, drought conditions occurred at Umkhanyakude, Sisonke and Umzinyathi.
- In 2015, Umzinyathi again faced another drought.
- Climate forecasting for KwaZulu-Natal includes information on warming and precipitation patterns and a likelihood of an increase in extreme weather events.
- An apparent increase in extreme weather events shall impact negatively on communities and economic activities.

The Department of Agriculture, Environmental Affairs and Rural Development has developed a policy paper on climate change which states that If no action is taken, the instability of the climatic conditions in the Province will:

- (a) increase the incidence and severity of extreme weather events such as storms, droughts, floods and heat waves;

- (b) cause sea levels to rise; shift and expand certain disease and pest vectors and further stress on already vulnerable species and ecosystems;
- (c) threaten the KwaZulu-Natal's natural resource base;
- (d) alter the ecosystem may cause changes that will influence human-beings negatively, and
- (e) impact communities and economies negatively.

3.10.5 STRATEGIC AND ENVIRONMENTAL ASSESMENT

The goal within Endumeni is to protect, enhance and expand the existing environmental assets base within exiting urban and built areas but also to utilise the opportunity to establish a more robust and integrated open space system within the undeveloped and agricultural areas that will directly meet the needs of the local communities, as well as, respond to wider municipal and regional environmental planning needs with regard to environmental services planning and management.

The following is relevant in this regard:

- Maintaining a sustainable supply of environmental goods and services
- Provide for climate change preparedness
- Protection and provision of agricultural resources and assets
- Protection and enhancement of environmental assets to meet the needs of the Community, as well as local and district planning. This includes
 - agricultural resources
 - the open space system
 - recreational opportunities
 - tourism opportunities
- Protecting the open space system as a primary spatial structuring element
- Provide for integrated environmental planning and management, especially with regards to catchment management

- Specific objectives include: Restricting erosion of the upper reaches of the Buffels, Blood, Sterkstroom, Mzinyashana, Wasbank, Nsuze and Sandspruit Rivers
- Identifying opportunities for linking fragmented open space elements in the built up areas of Dundee and Glencoe

Early identification and protection of core and amenity open space elements in the various river systems. Protection of conservation areas for eco-tourism opportunities i.e. Aden Lloyd Nature Reserve, Kamelkop, Ilanga Game Ranch, Botha Group Game Ranch etc. Protection and enhancement of areas of cultural and historical significance i.e. Fort Pine, Alana Museum, Maria Ratschitz Mission, Karel Landsman's House etc

3.10.6 SPATIAL AND ENVIRONMENTAL TRENDS AND ANALYSIS

Spatial issues	Spatial strategies
The municipality is located within a well developed commercial agricultural region and hence, it functions as an important regional rural service centre serving the surrounding agricultural hinterland. Its location away from the national road network limits any potential development benefits that might otherwise accrue to the Municipal area. The implication is that the Municipality needs to look to its own strengths and comparative and competitive advantages in order to grow its economy, rather than being able to 'piggy-back' on any spin-offs from development arising from the two main development axes of the Province	promote a more compact urban form by focusing on and densifying existing urban nodes; • promote a more efficient use of infrastructure • nurture and protecting higher potential agricultural land; • ensuring the appropriate level of protection to environmentally sensitive areas; • promote, in appropriate localities, economic opportunities, including LED and tourism; and • ensure that land use within the municipal area will be able to be managed in a balanced and integrated manner • promote opportunities for land reform • accommodate new housing area

3.10.7 SPATIAL AND ENVIRONMENTAL SWOT ANALYSIS

SPATIAL ANALYSIS AND DISASTER MANAGEMENT	
Strengths	Weakness
SDF in place	Implementation/budgeting of the SDF Finance: last reviewed 2012, needs a comprehensive update.
Disaster Management Plan in place	Lack of environmental studies that are specific to Endumeni LM, EMF, SEA to inform development opportunities.
Disaster Management Framework in place	Standby allowance for response
- Contingency Plan in place - Sector Plan in place	Office space and furnisher/equipment
Disaster Risk Profile in place	
Priority risk of municipality significance have been identify, assessed and documented	
Hazard assessment studies ,reports associated maps	
Opportunities	Threats
Interdepartmental corroboration especially in drafting the IDP to ensure identification of Disaster Related Projects	Climate change
Endumeni disaster component should participate in the municipal planner's forum, to cap	- Un aligned emerging projects - Emerging of informal settlements

chronic lack of coordination and inferiority of disaster management functions and priorities.	
	• Environmental degradation
	Extreme temperatures
	• CDP farmers

3.10.8 DISASTER MANAGEMENT SWOT ANALYSIS

SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<i>Attributes of the Municipality that is helpful to achieving compliance with the Disaster Management Act and the municipal responsibility in terms of the disaster management principles:</i> • Disaster Management Plan in place • Disaster Management Framework in place • Contingency Plan in place • Sector Plan in place • Disaster Risk Profile in place • Priority risk of municipality significance have been identify, assessed and documented • Hazard assessment studies, reports associated maps	<i>Attributes of the Municipality that is harmful to achieving compliance with the Disaster Management Act and the municipal responsibility in terms of the disaster management principles:</i> Finance: • Awareness Campaigns • Standby allowance for response • Office space and furnisher/equipment • Shortage of staff	<i>External conditions related to the Municipality that are helpful to successful completion of the project and complying with the Act and the municipal responsibility in terms of the disaster management principles:</i> • Interdepartmental corroboration especially in drafting the IDP to ensure identification of Disaster Related Projects • Endumeni disaster component should participate in the municipal planners forum, to cap chronic lack of coordination and inferiority of disaster management functions and priorities.	<i>External conditions related to the Municipality that may hinder the successful completion of the project and complying with the Act and the municipal responsibility in terms of the disaster management principles:</i> • Climate change • Capacity - funds, working space • Environmental degradation • Extreme temperatures

4. DEMOGRAPHIC CHARACTERISTICS

DEMOGRAPHICS

POPULATION DISTRIBUTION

Having regard to Census 2011 data, the total population residing within the Endumeni Municipal area is 64,862 with a total of 16,851 households and a 2.38% growth rate.

Local Municipality	Population	Households
Endumeni	64,862	16,851

POPULATION GROWTH EXPECTATIONS

Population and household growth is one element that determines the long-term demand for goods and services. Based on historical population figures from 1995 to 2010, a trend analysis was done for the Endumeni Municipality by the Umzinyathi District. Accordingly, curves were fitted to the data and were selected based on the best correlation coefficient that could be determined through the least squared method. The following polynomial expression were determined and used to project population figures up to 2025 for the Municipality.

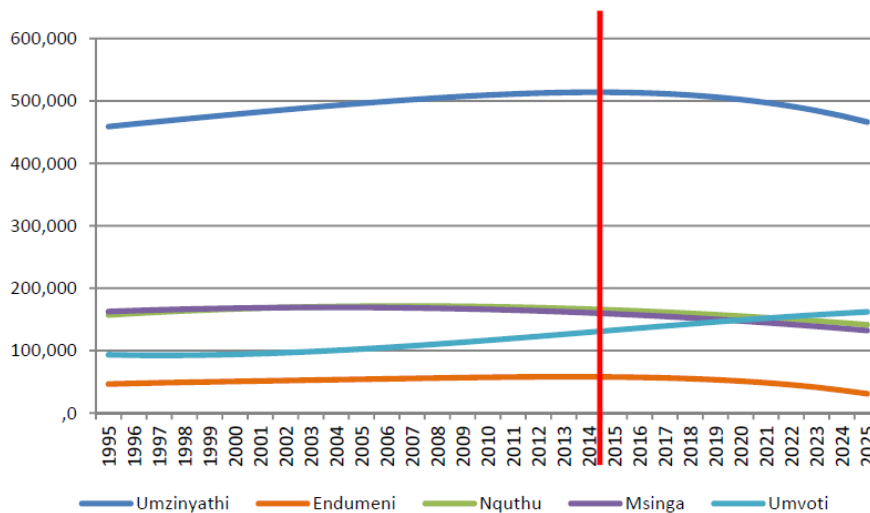
This equation that was calculated was then used to project historical data as shown in the next graph based on the population projections below.

POPULATION PROJECTIONS:

LM	1995	2005	2012	2013	2014	2015	2020	2025
Endum	46	53	57	57	27	57	51	30

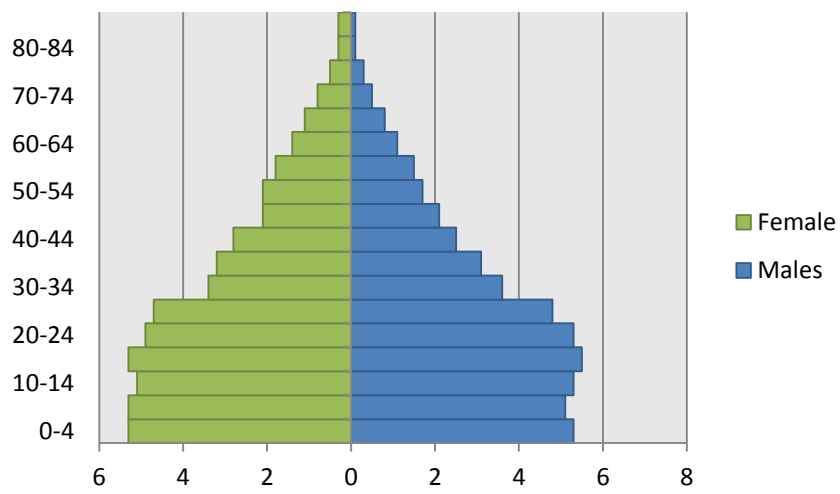
eni	341	945	709	844	788	502	010	819
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POPULATION PROJECTION CURVES IN COMPARISON TO OTHER LMS WITHIN THE DISTRICT:



POPULATION STRUCTURE [POPULATION PYRAMID]

The age and demographic distribution has maintained the same pattern since the 2001 census with the current population of working age being far less than the school going and retired age groups. A small portion of the population is therefore providing for a large portion of the population. This, combined with the high unemployment rate, the situation becomes dire. Although there is substantially lower amount of males in the municipality, the rate at which females are decreasing is far greater as compared the rate at which males are decreasing.



Age	Males	Females
0-4	5.30	5.30
5-9	5.10	5.30
10-14	5.30	5.10
15-19	5.50	5.30
20-24	5.30	4.90
25-29	4.80	4.70
30-34	3.60	3.40
35-39	3.10	3.20
40-44	2.50	2.80
45-49	2.10	2.10
50-54	1.70	2.10
55-59	1.50	1.80
60-64	1.10	1.40
65-69	0.80	1.10
70-74	0.50	0.80
75-79	0.30	0.50
80-84	0.10	0.30
85+	0.10	0.30

This may indicate a shift in the migration patterns, with more women seeking economic opportunities outside of the municipal area as compared to previous years where the majority of females were tending to households and practicing subsistence farming.

The profile also reflects a population structure with a large number of people below the age of 20. In these cohorts, male and female groups are more or less equally represented. Such a profile should be an indication of high growth levels and increased demand for infrastructure, housing, and services once these cohorts reach the age of household formation between the ages of 20 years and 64 years.

IMPACT OF HIV/AIDS

HIV/AIDS do have far-reaching implications for population growth in the area. Not only does it affect the growth rate, it also affects the population structure of the area. KwaZulu-Natal has the highest infection rate in the country. The district of uMzinyathi and particularly in the Msinga area has the highest levels of HIV/Aids infections due to its rural and underdeveloped nature with the current figure being estimated to be as high as 30%. However, it must be noted that a community

like that of Msinga does not always seek medical attention when they get sick, thus some cases may not be recorded as some people are living within the gorges where the transport cannot access the area therefore other people cannot get help in terms of medication.

CHANGE IN ANNUAL RATES IN HIV/AIDS RELATED VARIABLES

GENDER RATIOS

As per Census 2011 data, the population of the Endumeni area is divided into 51.2% female and 48.8% male. [This relates to the below mentioned statistics on the head of households] Accordingly, women are assumed to be acting as household heads in the absence of partners seeking employment in other urban and semi-urban centres. It is also accepted that these women are more disadvantaged in terms of resources.

POPULATION GROUPS [RACE]

As per Census 2011 data, the following table illustrates the percentages of racial groups that live within the local area. It is noted that the majority of race groups beyond Black African, reside with the town of Dundee.

POPULATION GROUP	PERCENTAGE
BLACK AFRICAN	83.9%
COLOURED	2.6%
INDIAN/ASIAN	5.9%
WHITE	7.2%
OTHER	0.4%

SPOKEN LANGUAGES

According to recorded data [based on the official languages of South Africa], the majority of the population within the Municipality speaks IsiZulu.

LANGUAGE	PERCENTAGE
Afrikaans	5.1%
English	11.8%
IsiNdebele	0.9%
IsiXhosa	0.2%
IsiZulu	76.3%
Sepedi	0.2%
Sesotho	0.6%
Setswana	0.4%
Sign Language	0.2%
SiSwati	0.1%

Tshivenda	0%
Xitsonga	0.1%
Other	0.6%
Not Applicable	3.5%

LEVELS OF DISABILITY WITHIN THE LOCAL MUNICIPALITY

The below table is informed by information sourced from the KZN Department of Social Development.

Type of Disability	No Diff	Low Diff	High Diff	Cannot function	Unknown	Yet to be determined	Unspecified	N/A	Total
Communication	55982	848	192	320	120	2644	2512	2245	64862
Memory	54050	2258	641	372	179	2704	2415	2245	64862
Self-Care	50434	1006	352	1225	208	6670	2721	2245	64862
Hearing	55600	1713	302	179	40	2490	2293	2245	64862
Sight	51109	5813	820	164	33	2532	2146	2245	64862
Walking	55703	1247	395	341	64	2552	2315	2245	64862

HOUSEHOLD AND HOUSEHOLD GROWTH

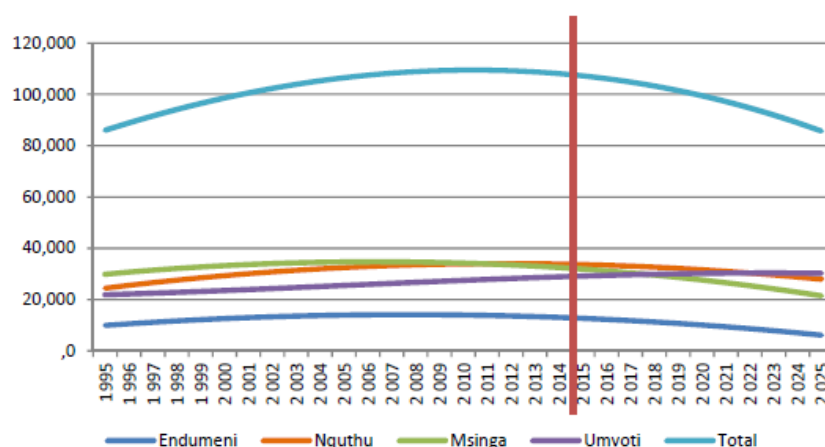
Household growth was projected in the same way as population. As per the Umzinyathi SDF, the household growth expressions for each Municipality [derived from the historical data], is shown below.

Local Municipality	Growth Expression	R – squared value
Endumeni	$y = -0.4398x^3 + 14.87x^2 + 239.18x + 21615$	0.9920

The next table shows the household projections based on the trend analysis.

ESTIMATED AND PROJECTED NUMBER OF HOUSEHOLDS:

LM	1995	2005	2012	2013	2014	2015	2020	2025
Endume ni	9 889	13 909	13 581	13 323	13 012	12 649	10 043	6 120



HOUSEHOLD GROWTH PROJECTIONS IN COMPARISON TO OTHER LMS WITHIN THE DISTRICT:

Household size is an important indicator for the demand for services since the number of people in a household determines consumption demand for water, electricity, and waste disposal.

As per the Census 2011 data, it is noted that the number of households within the Municipality is 16,851 with 3,184 agricultural households. The average household size is 3.7 with 42.3% of all households are female headed.

The estimates shown in the table below was derived from the population and households estimates in the previous sections sourced from the Umzinyathi SDF. Household sizes are relatively high but it is not exceptional for a rural environment. All estimates show a small increase in household sizes. This is based on the assumption that there are no structural changes in the population. However, should the higher levels of migration materialize, it might imply that they absorb more males, which are not necessarily attached to an existing household. This implies more single-person households, which might then lower the average household size. The increase is however material to any spatial planning.

HOUSEHOLD SIZE WITH PROJECTIONS:

LM	2012	2013	2014	2015	2020	2025
Endumeni	4.25	4.34	4.44	4.55	5.08	5.04

EMPLOYMENT OF HOUSEHOLD HEADS

	Employed	Unemployed	Discouraged work-seeker	Other not economically active	Grand Total
Endumeni	8693	1462	574	6085	16 851

MIGRATION

Migration plays an important role in understanding how an area functions in terms of beneficiaries to program and facilities as well as employment and settlement profiles.

PLACE OF PREVIOUS RESIDENCE [WITHIN SOUTH AFRICA]

W Cape	E Cape	N Cape	F S	KZN	N West	Gauteng	Mpumalanga	Limpopo	Outside South Africa	Unspecified	Grand Total
51	96	86	151	60785	15	514	212	42	317	2595	64862

PLACE OF PREVIOUS RESIDENCE [OUTSIDE SOUTH AFRICA]

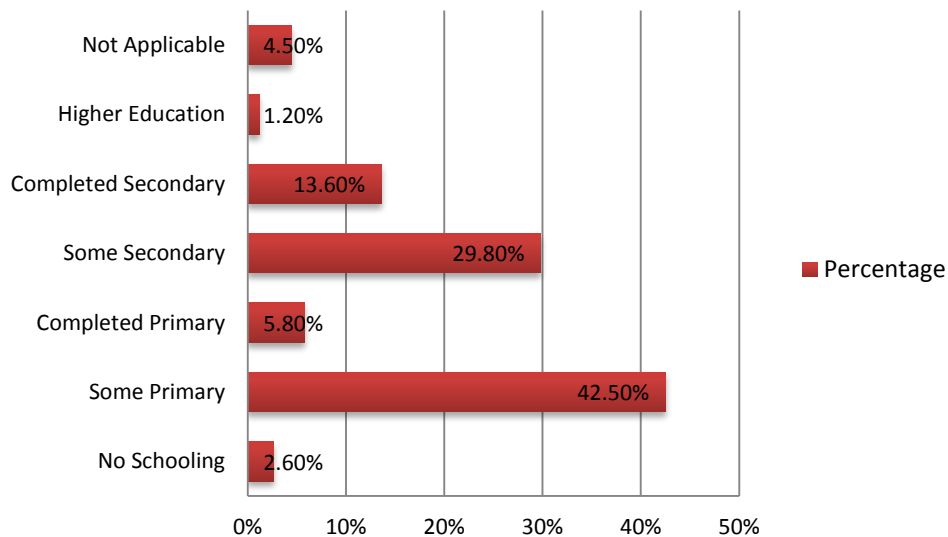
Born in South Africa	SADC	Rest of Africa	United Kingdom and Europe	Asia	North America	Latin America and Caribbean	Oceania	Unspecified	Grand Total
60941	316	74	24	91	0	0	1	3414	64862

EDUCATION

The distribution of level of education confirms the broad socio-economic patterns in the municipal area. The next table summarises education levels. Table below indicates levels of education within the Municipality,

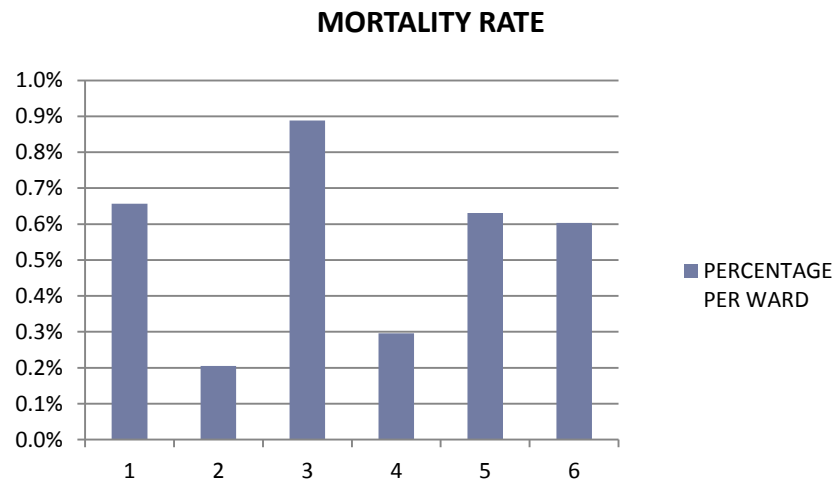
Pre-school including day care; crèche; Grade R and Pre-Grade R in an ECD centre	Ordinary school including Grade R learners who attend a formal school; Grade 1-12 learners & learners in special class	Special school	Further Education and Training College FET	Other College	Higher Educational Institution/ University/ of Technology	Adult Basic Education and Training Centre ABET Centre	Literacy classes e.g. KhaRigude; SANLI	Home based education/ home schooling	N/A
198	67 795	219	495	239	2057	2208	1002	259	103105

HIGHEST LEVEL OF EDUCATION (ALL AGES)

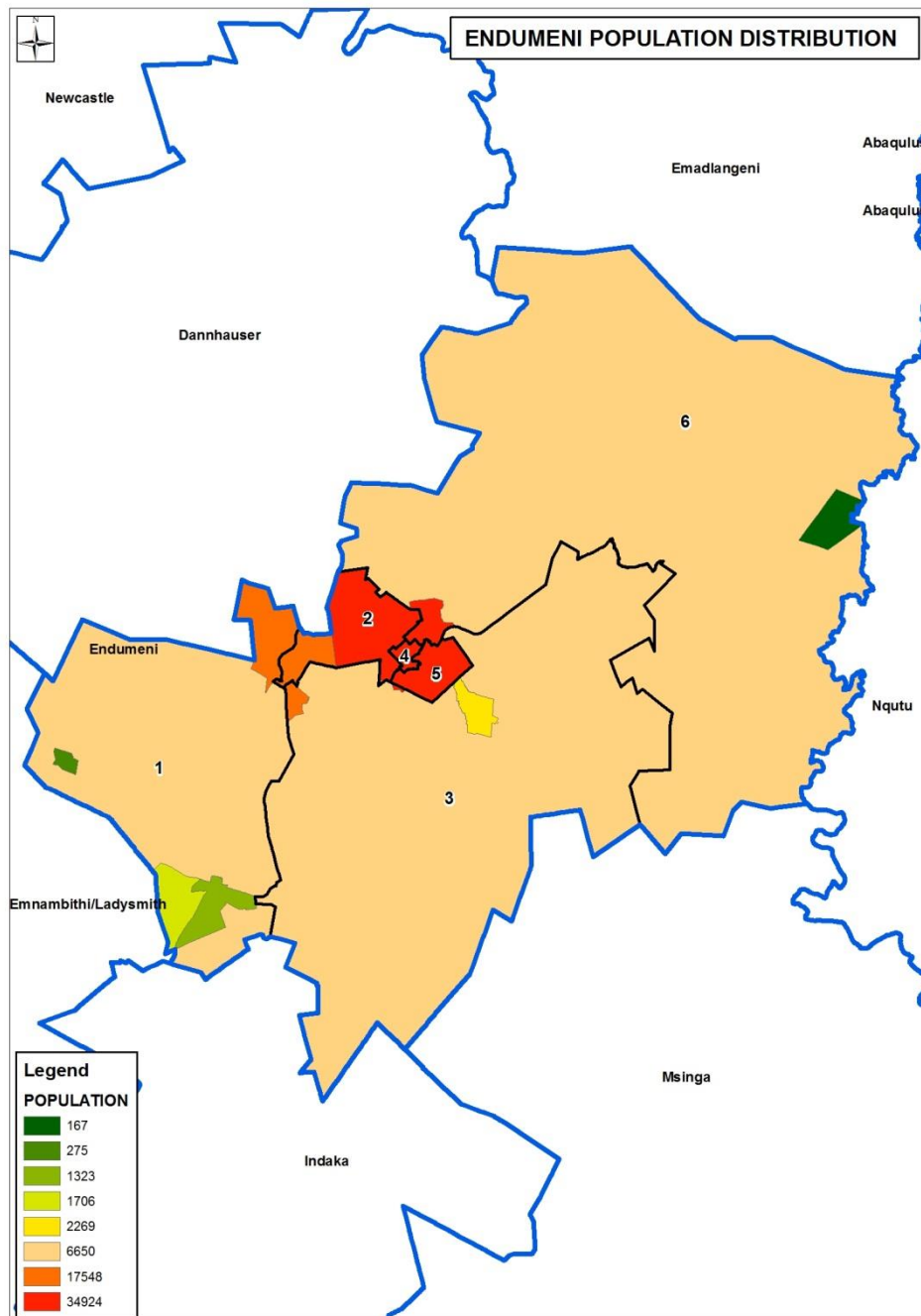


MORTALITY RATE

Mortality rate, or death rate, is a measure of the number of deaths (in general, or due to a specific cause) in a particular population, scaled to the size of that population, per unit of time. Ward 3 has the highest rate of mortality within the Municipality with the lowest being Ward 2.



ENDUMENI POPULATION DISTRIBUTION BY WARD



It is evident from the map that population densities are scattered between high and low densities. In this regard, higher densities are attracted around urban centres with the remainder of the Municipal area being characterised by agricultural areas. Given the main economy driver within the local area, this is not unreasonable.

EMPLOYMENT

According to Census 2011 data, Endumeni Local Municipality has the smallest population but the largest economy when compared to other local authorities in the district. Of the 20 693 economically active (i.e., employed or unemployed but looking for work) individuals in the municipality, 26,4% are unemployed. The unemployment rate among the economically active youth (15 – 34 years) in the municipality is much higher, at 36, 2%.

EMPLOYMENT STATUS

	Employed	Unemployed	Economically Active	Discouraged work-seeker	Other not economically active	Grand Total
Endumeni	15228	5465	20693	2222	18444	64862

EMPLOYMENT BY SECTOR

	In the formal sector	In the informal sector	Private household	Do not know	Not applicable
Endumeni	11765	1570	1657	236	-

AVERAGE HOUSEHOLD INCOME

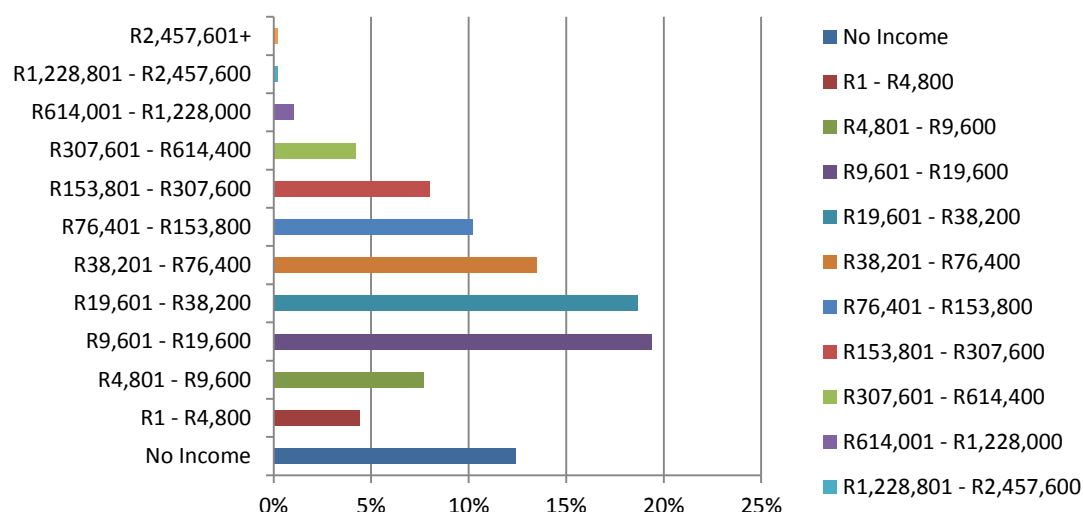
Income	Percentage
No Income	12.4%
R1 - R4,800	4.4%
R4,801 - R9,600	7.7%
R9,601 - R19,600	19.4%
R19,601 - R38,200	18.7%
R38,201 - R76,400	13.5%
R76,401 - R153,800	10.2%
R153,801 - R307,600	8%
Income	Percentage
R307,601 - R614,400	4.2%
R614,001 - R1,228,000	1%
R1,228,801 - R2,457,600	0.2%
R2,457,601+	0.2%

The above table and below graph illustrates the levels and percentages of unemployment within the Municipality. With an overall low income level, it is very difficult for the municipality to build a proper tax base, which can be utilised for provision, upgrading and maintenance of services.

Only a small portion of the population qualifies for payment of taxes. This leaves a huge burden on the current tax payers, who basically carry the municipality financially.

Without outside funding, the municipality will not be able to implement nor maintain any new services. It is therefore essential that the municipality implement initiatives to grow its tax base, by implementing successful economic development initiatives.

AVERAGE HOUSEHOLD INCOME



LOCAL ECONOMY

According to the Umzinyathi SDF, the biggest contributor to the District's economy is government (17%) and manufacturing (17%). They are followed by business services (15%), trade (14%), and then agriculture (11%). The weakest sectors are utilities, construction, and mining. One should note that community services only constitute 8% of GVA if government is reported separately. These two categories are usually analysed together as the aspects are significant in this regard. Firstly, 25% of the total economy is focused on community and government services but, secondly, only a third of this is directed at community service delivery and two thirds goes towards sustaining government as an institution. Logistics that includes the transport sector is very weak. This can only emphasise the immobility of the local population. This might be a combination of no need to travel and an inability to afford the cost of travelling. Immobility needs to be overcome if any development objectives need to be achieved.

As the next table shows, the DM and LMs are, when compared to the national

economy, strong in agriculture, community and government services. Umvoti

	Agriculture	Mining	Manufacturing	Utilities	Construction	Trade	Logistics	Business services	Community services	Government
Kwazulu-Natal	0.86	0.15	1.20	0.61	1.10	1.01	1.24	0.93	1.10	0.99
Umzinyathi	1.93	0.23	0.91	0.58	1.01	0.95	0.87	0.51	1.29	1.23
Endumeni	1.49	0.45	0.85	0.99	1.68	0.87	1.00	0.46	1.09	1.49
Nquthu	1.47	0.20	0.71	0.12	0.55	1.22	0.70	0.52	1.12	1.62
Msinga	1.40	0.07	0.81	0.31	1.76	0.79	1.40	0.39	1.34	1.45
Umvoti	2.57	0.15	1.05	0.57	0.46	0.98	0.65	0.59	1.45	0.84

shows a comparative advantage in manufacturing but not in government services. Endumeni and Msinga shows construction as a basic service but this sector is particularly weak in Nquthu and Umvoti. The same applies to logistics. The reason for this is not clear. Nquthu is strong in trade while the other areas are marginally weaker.

BASIC/NON-BASIC RATION MEASURED AT PROVINCIAL LEVEL

When the local economies are compared to the provincial economy, the pattern persists but mining, although very weak in terms of sector contribution become a basic activity in Endumeni and Nquthu. However, this might not be significant since KZN economic is generally not very strong in mining. Endumeni becomes the focus for utilities (water and electricity) while logistics and community services are not a basic activities in the context of the provincial economy.

The Endumeni local economy shows growth potential in the primary sector while secondary and tertiary sectors are expected to retain their current growth paths. The average growth rate over the assessment period was 3.4%.

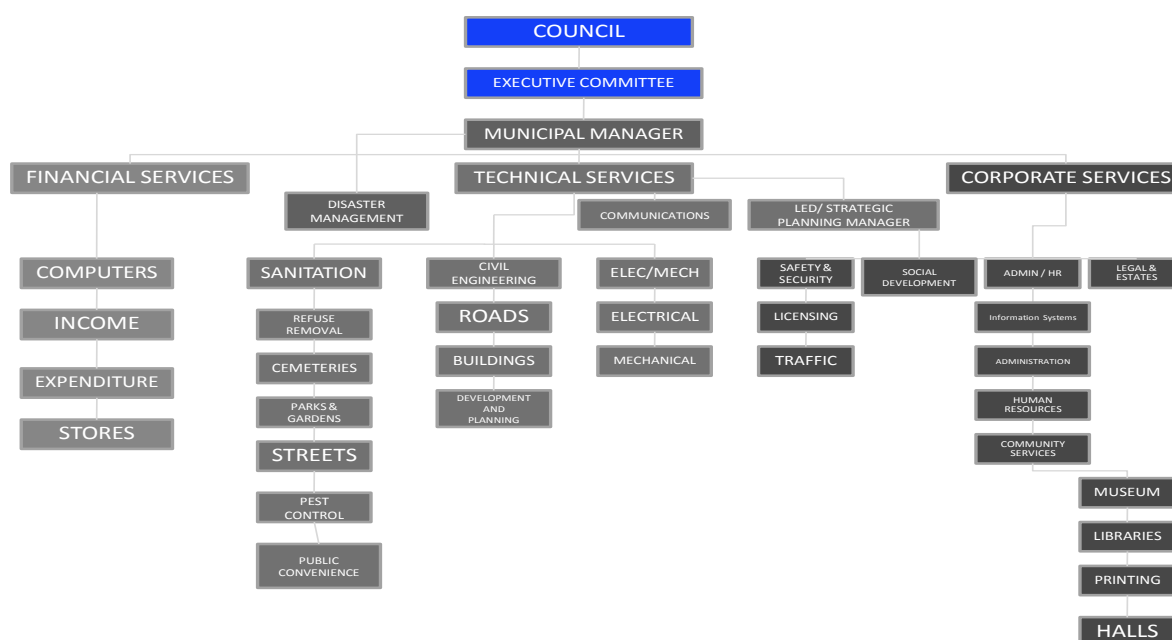
4.1.1 KEY FINDINGS INCLUDING TRENDS

The implications that emanate from the above demographics are as follows:

- There has been a consistent population growth between 2, 38% and 2, 83% per annum. This is slightly higher than the national average.
- The area is dominated by youthful population.
- The levels of education have improved given the decrease of people with no schooling and the increase of people with matriculation has increased.
- There are more males than females within the area.

5. MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

5.1 ORGANIZATION OF ADMINISTRATION

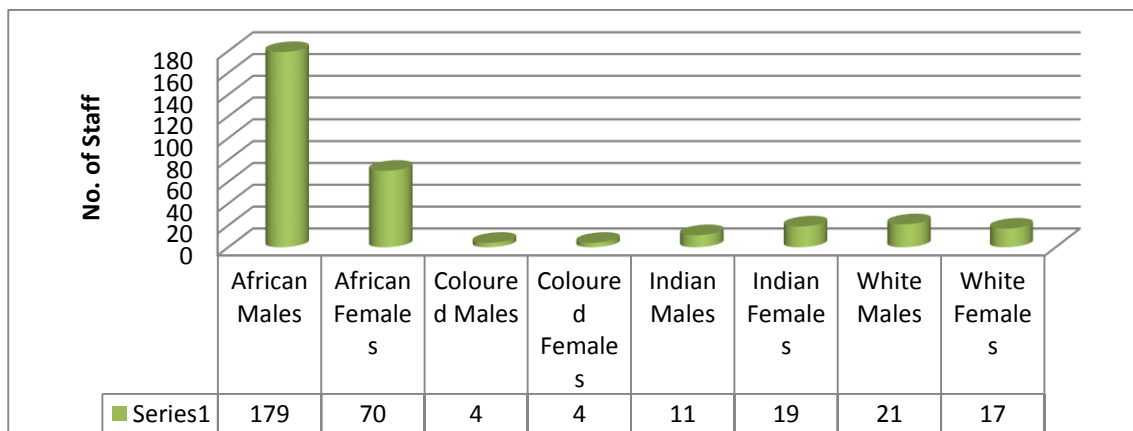


The Municipality's Management Team is headed by the Municipal Manager who functions under the political directive of the Mayor. There are three Section 57 Managers, existent in the structure, who report directly to the Municipal Manager namely: the Executive Manager Corporate Services, the Executive Manager Technical Services and the Chief Financial Officer. The management team monitors, implements and reviews various Council resolutions as well as the performance of various sub-directorates of the Municipality.

5.2 MUNICIPAL TRANSFORMATION

The Endumeni Municipality has a total staff compliment of 317 permanent employees. The organograms for all departments was submitted to the Local Labour Forum for approval and all organograms were reviewed and amended by Council. The employees of the Endumeni Council are represented on the organizational structure as follows:

5.2.1 WORKPLACE PROFILE



The Endumeni municipality's workforce consists of:

- 70 African Females
- 4 Coloured Females
- 19 Indian Females
- 17 White Females
- 179 African Males
- 4 Coloured Males
- 11 Indian Males
- 21 White Males

New Organogram 2015/2016

The municipality is currently reviewing a new organogram, of which it will introduce two new departments: Planning and Economic Development, and Community Services. Within the new organogram in total there are 39 new posts that the new organogram has proposed, 27 posts are under the budget, leaving 12 posts that are not budgeted within this financial year. The municipality's strategy is to appoint.

The posts that have been budgeted in each department are as follows:

Office of the Municipal Manager: 3 post out of 5 vacant posts

Department of Finance: 9 posts are budgeted out of 12 vacant posts.

Corporate Services: 5 posts are budgeted out of 8 vacant posts.

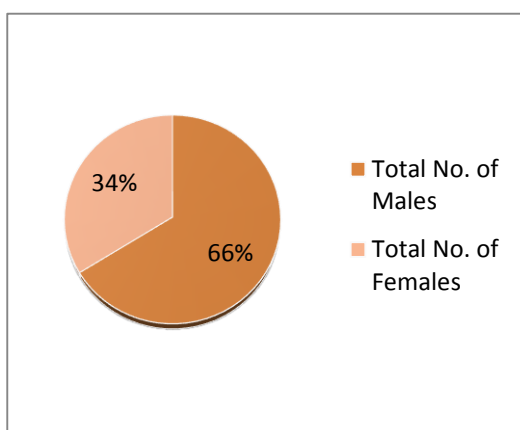
Department of Planning: 6 posts budgeted, including S56: Executive Manager Planning out of 8 vacant posts.

Department of Technical Services: 4 posts are budgeted out of 4 vacant posts

5.2.2 STAFF MOVEMENT

During the 3rd quarter January 2015 to March 2015 there were a number of advertised posts, LED Manager, Technical Services Manager, and IT Manager.

5.2.3 GENDER REPRESENTATION



The ratio of males to females for the first quarter and is 1:1.9. There are a total of 215 males and 110 females and their respective percentages on the staff establishment is 66% and 34% respectively.

HEAD COUNT PER DEPARTMENT

The following departments and sections exist within the Endumeni Municipality:

Corporate Services: Administration, Safety & Security, Social Development and Legal & Estates

Finance: Income and Expenditure

Technical Services: Sanitation, Civil Engineering, Electrical, Mechanical and Communications & LED

Municipal Manager: Internal Audit (Outsourced), Strategic Planning, Support Services and Disaster Management

Interviews with prospective candidates for the post of Municipal Manager had been concluded and appointment is pending.

The post of LED Manager has been filled. The appointed candidate will resume his duties shortly

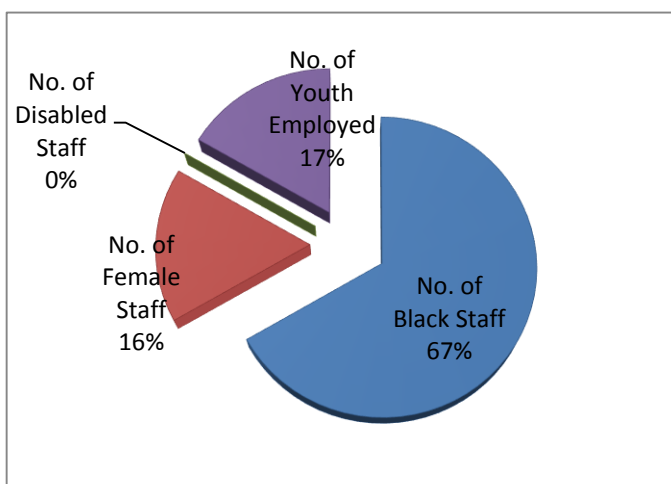
5.2.4 EMPLOYMENT EQUITY

The table below displays the number of employees in the various departments:

Corporate Services	Technical Services	Financial Services	Municipal Manager	Communications and LED
97	174	42	8	4

NUMBER OF YOUTH, FEMALES AND BLACK STAFF EMPLOYED

During the 3rd quarter there were a total of 12 new entrants of which 9 were males and 3 were females. All new entrants are classified as black in terms of the



Employment Equity Act. Three staff members were classified as youth since they were under 35 years of age. The graph below displays the percentage of youth, Blacks and females employed.

5.3 ORGANISATIONAL DEVELOPMENT

5.3.1 INSTITUTIONAL ARRANGEMENTS

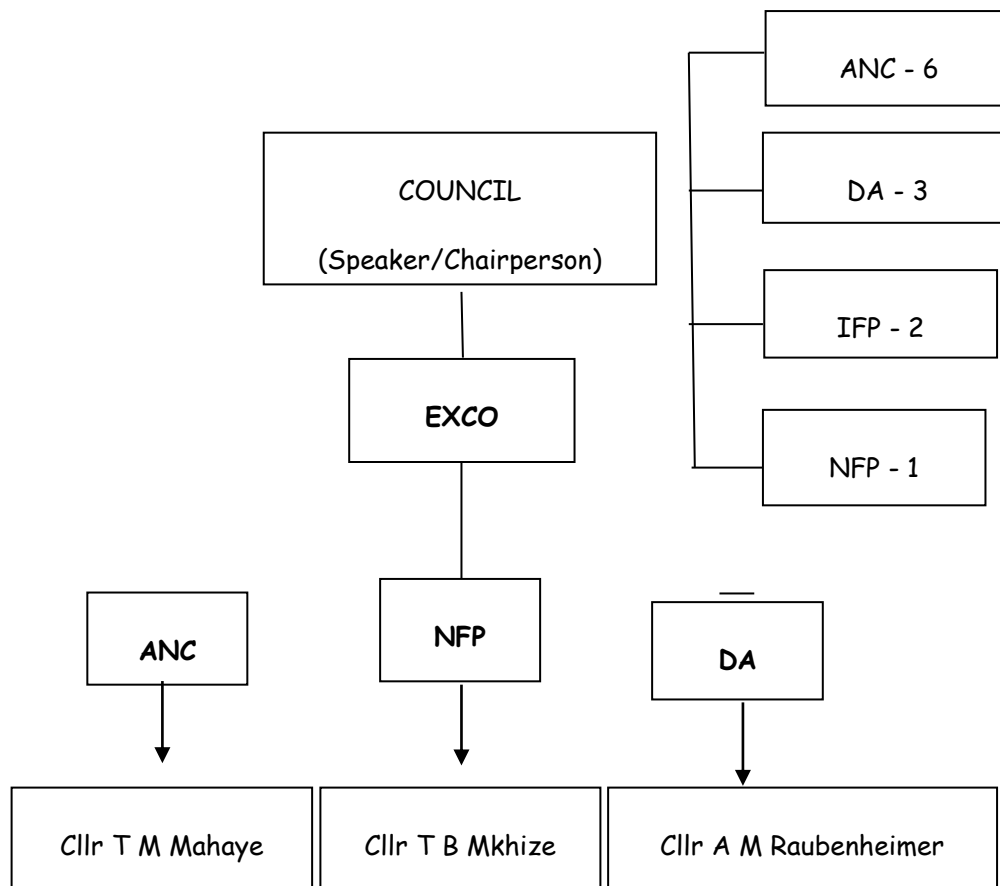
The Endumeni Council has, in accordance with Section 43 of the Municipal Structures Act No. 117 of 1998, established an Executive Committee comprising of three members. The Executive Committee is chaired by the Mayor, while the Council is chaired by the Speaker in terms of Section 48 and Section 36 of the Municipal Structures Act (117 of 1998) respectively.

The Executive Committee functions under delegated authority of the Council, except for those powers and functions as determined by Section 160 of the Constitution of South Africa 1996. The Endumeni Municipality is demarcated into 6 wards with active ward committees.

The purpose of the Ward Committees is to assist the Ward Councillors with organizing, consulting and the cascading of information to all stakeholders of the various wards. The office bearers of the local municipality are as follows:

Speaker:	Cllr S B Mdluli:	ANC	
Mayor:	Cllr T M Mahaye:	ANC	} Executive Committee
Deputy Mayor:	Cllr T B Mkhize:	NFP	
Exco Member:	Cllr A M Raubenheimer:	DA	

Political Structure



5.3.2 STATUS OF CRITICAL POST

- Municipal manager

The Municipal Manager's post has been filled: **Suspended – Acting**

- Section 57

The advertisements for the posts, Executive Manager Technical Services and Local Development Manager have been advertised.

- IDP / PMS Manager: **Suspended- appointment of contractual personnel.**

This post belongs in the Municipal Managers office and the municipality has consolidated IDP/LED together, the new IDP Manager will be responsible for both portfolios. The IDP/PMS officer has been also appointed to assist with the IDP/PMS functions.

Council has recently passed a policy which extends performance monitoring to other staff in general and not only to Section 57 Managers. This daunting task warrants the expansion of human resources to a fully fledged Performance Management Component whose task will specialize in ensuring that the performance monitoring function is executed in a fully competent manner.

5.3.3 HUMAN RESOURCE DEVELOPMENT

The municipality developed and adopted a Workplace Skills Development Plan (WSDP) in 2015. Human Resource Development is being rolled out through training programmes as per the WSP. Employees representative of almost all Departments have been sent to different workshops which address the skills gaps identified by their respective departments. This intervention is done through the Determination of Training Need. Training areas covered a wide range of fields related to municipal administration and delivery of services.

5.3.4 RETENTION STRATEGIES

Not all staff turnover is negative. Sometimes, staff turnover allows for new ideas to be introduced into the Municipal environment and for the development and

promotion of employees who remain. However, the loss of some employees that have critical and scarce skills can hamper service delivery hence it is important to identify and prioritize such skills. To know which skills need to be prioritized, you need to classify the skills that are important to retain. Classifying skills is therefore a key step in ensuring a focused and cost-effective retention strategy. This is not meant to discriminate against some categories of employees, but rather to allow for a focused approach towards retaining staff and skills.

SKILLS TO BE RETAINED

The skills that need to be targeted within staff strategies are those needed to realize and meet.

(a) Woman and people with disabilities (in terms of the Employment Equity Act 55 of 1988): Measures to control non-discrimination in the workplace should be implemented. An accessibility survey should be conducted to establish whether all Municipal buildings are accessible to those with disabilities.

(b) Scarce skills: Scarce skills are those skills that are needed to realize the Department's goals and objectives, but which are difficult to recruit and expensive to replace.

(c) Valued Skills: Valued skills are those skills that are not classified as being scarce skills. Examples are employees with qualifications that are valuable to possess and positively contribute to the service delivery goals of the Municipality and the loss thereof will have a negative impact on a Department's ability to meet its goals.

(d) High – Risk skills: High – risk skills are the skills that an employee has attained over a long period of time pertinent to the department through years of service experience and such employee has indicated his/her intention to leave soon.

Link staff retention with an effective recruitment and selection Process.

A lot of staff losses are caused by bad selection decisions where the wrong person is appointed for the job. To prevent this, accurate job descriptions must be developed that clearly identifies the core competencies required for successful performance. These job descriptions must be used during the recruitment and selection process. In some cases it has also been shown to be good practice to “hire for capabilities and train for skills”. This is where a person is appointed because he/she has the right capability to be able to do the job even though they

may not have the necessary skills required since these can be attained through training.

Link staff retention to an effective induction process

Best practice studies show that the first few weeks of employment are important for establishing employee commitment to equipment. It is therefore essential that Managers and human resource practitioners lay the foundation for future commitment by being part of the induction process. A good way of addressing this is to have well structured and dynamic induction programs that stretches from the employee's first day of work until they have been thoroughly introduced to their jobs. A useful tool in this regard is to develop a new employee guide that can be given to employees to read even if they have not started working.

5.3.5 POWERS AND FUNCTIONS OF THE ENDUMENI MUNICIPALITY

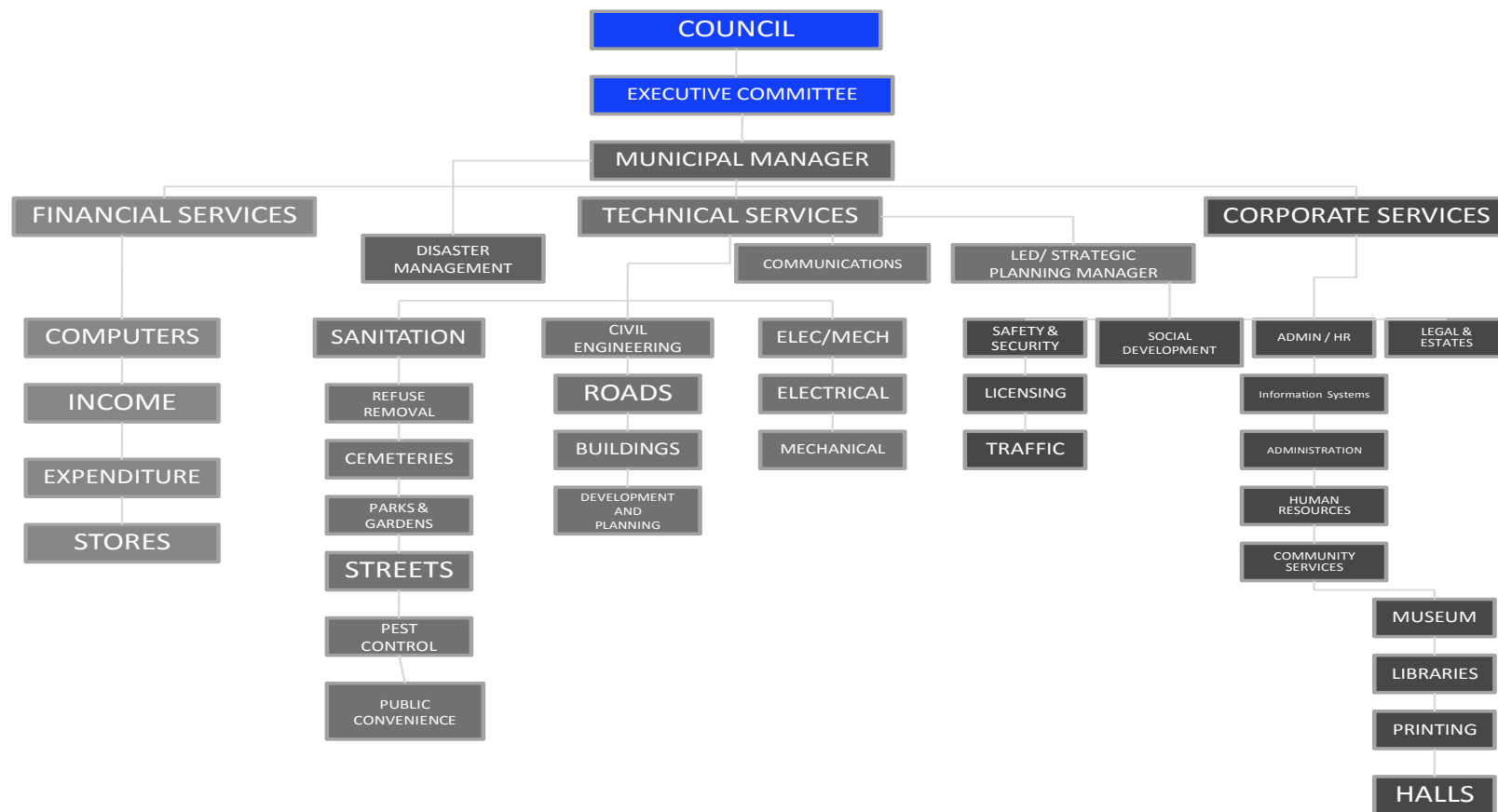
The Endumeni Municipality is a category B Municipality as described in Section 155(1) (b) of the Constitution of the Republic of South Africa 1996. The powers and functions of the Endumeni Municipality is in compliance with Section 156 of the Constitution of the Republic of South Africa, 1996.

Performance of Powers and Functions

POWERS & FUNCTIONS	Endumeni Municipality (Responsible Department)
Building Regulations	Technical services
Electricity Reticulation	Technical services
Fire Fighting Services	Corporate services
Local Tourism	LED Unit
Municipal Airport	Technical services
Municipal Planning	Technical services
Stormwater Management System in Built Up area	Technical services
Trading Regulations	LED Unit
Cemeteries	Corporate services
Cleansing	Corporate services
Billboards and Display of Advertisements in Public Places	Technical services
Licensing and Control of undertaking that sell food to the public	Umzinyathi District Municipality
Local Amenities	Corporate services
Municipal Parks & Recreation	Technical services
Municipal Roads	Technical services

POWERS & FUNCTIONS	Endumeni Municipality (Responsible Department)
Pounds	Technical services
Public Places	Technical services
Refuse Removal, Refuse dumps and Solid Waste disposal	Technical services
Street Trading	Technical services
Street Lighting	Technical services
Traffic and Parking	Corporate services
Libraries	Corporate services
Museums	Corporate services
Municipal Halls and other Municipal Buildings	Corporate services
Financial Planning and Budgeting	Financial Services
Expenditure and Related Liabilities	Financial Services
Income and Related Credit Management	Financial Services
Control of Council's Assets	Financial Services
Investments	Financial Services
Financial Reporting	Financial Services

5.3.6 ORGANISATIONAL STRUCTURE



MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT ANALYSIS

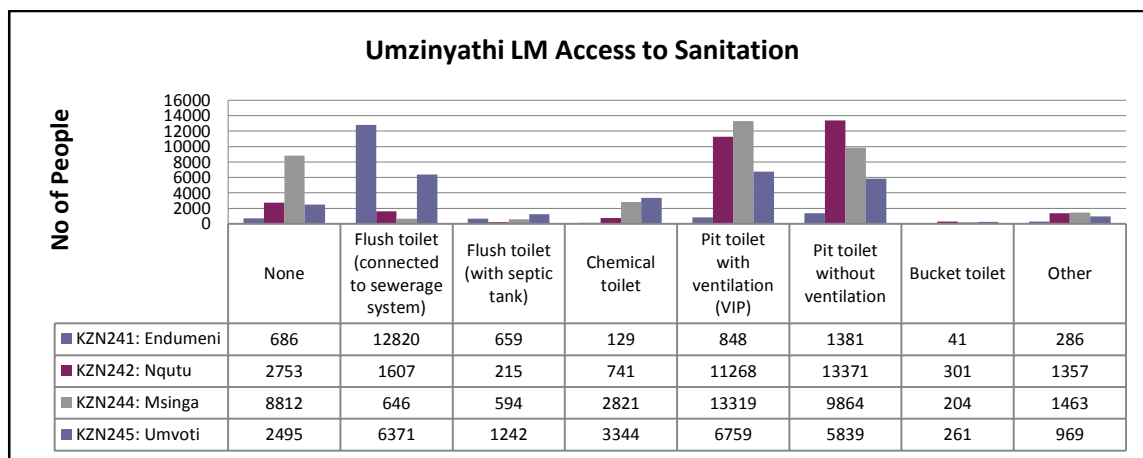
Strengths	Weakness	
Capable and Skilled officials	Limited resources	Insufficient HR (as per Organogram)
Structures	Transformation on snail's pace	Lack of skills (WSP)
Active Unions (Local Labour Forum)	Failure of implementing the Succession Plan	Lack of managerial equity (EEP)
	Lack of Manager in the Office of MM	Lack of implementation of EEP
	No HR Strategy	Lack of implementation of WSP
	Organisational Structure	Political and

	not aligned to IDP	<i>Administrative interference</i>
	Insufficient delegations to MM	Inconsistent application of regulations (Change Management Strategy)
Opportunities	Threats	
Grant Funding	Losing skilled personnel through natural attrition	
External Technical Support		

6 SERVICE DELIVERY AND INFRASTRUCTURE

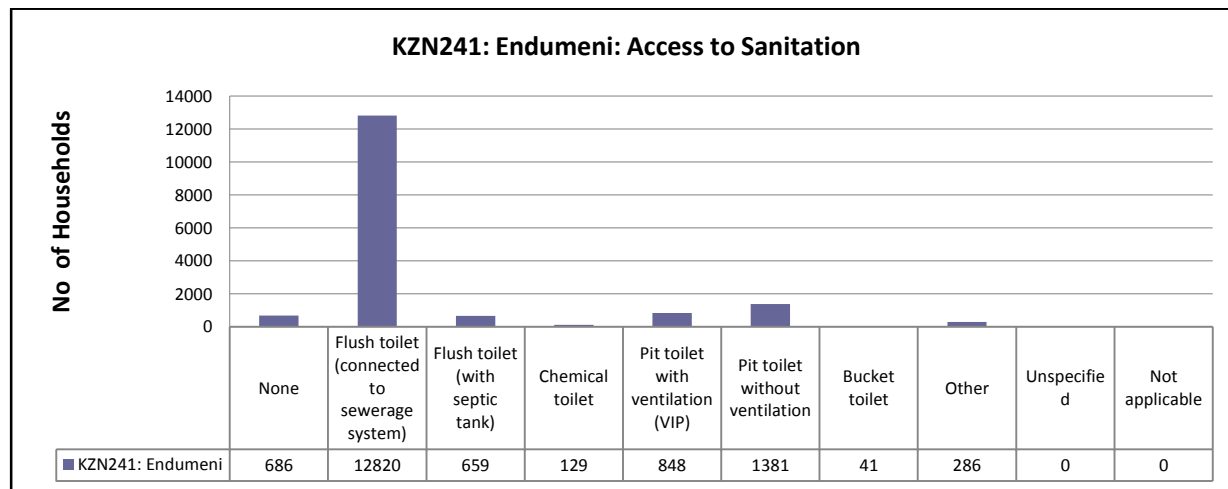
6.1 ACCESS TO SANITATION

Access to basic service remains a priority of most societies. It is well understood if one considers the improvement in livelihood and lifestyle that result from accessibility of key services. To this end, the Endumeni municipality has enjoyed dramatic improvement in sanitation access as compared to all other local municipalities within the district.



Graph 5: Access to Sanitation District Wide

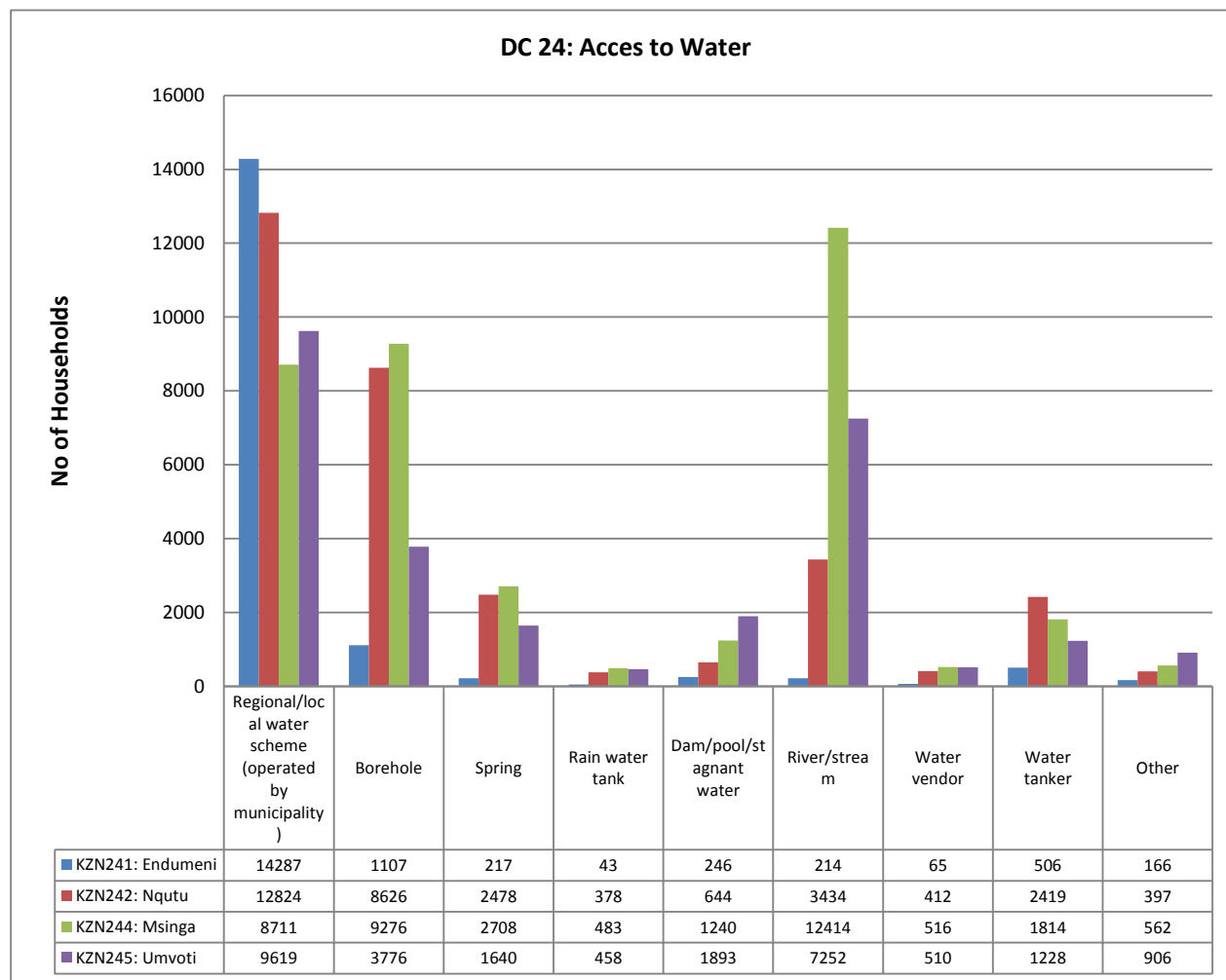
It is however, noted with concern that at least 41 households are still on bucket system and the municipality is concerned with this situation. This will call for fieldwork verification in order to identify affected households.



Graph 6: Access to Sanitation Endumeni

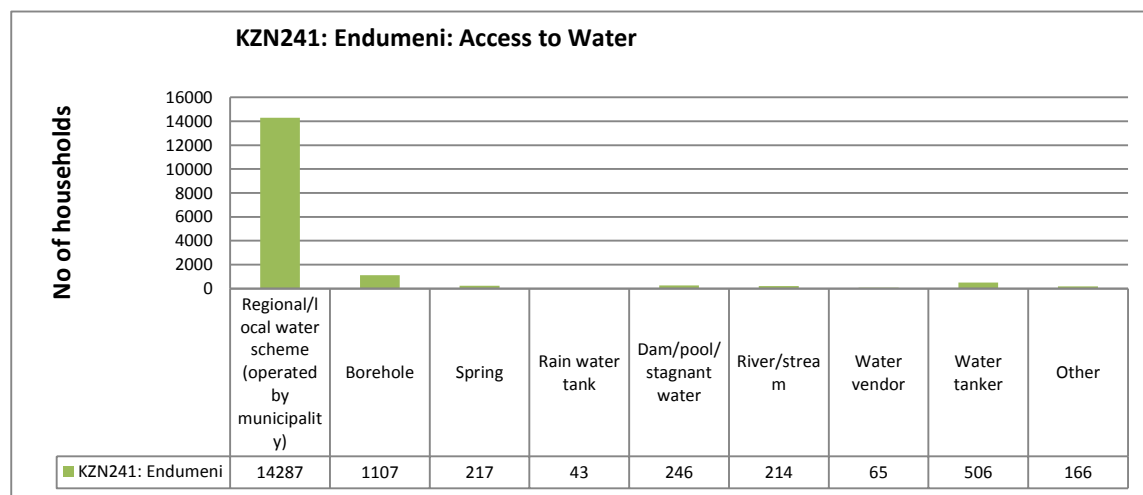
The eradication of sanitation backlog is a priority to the district municipality. Endumeni has the responsibility to influence district programme to expedite the eradication of the current sanitation backlog.

6.2 ACCESS TO WATER SERVICES



Graph 7: Access to Water

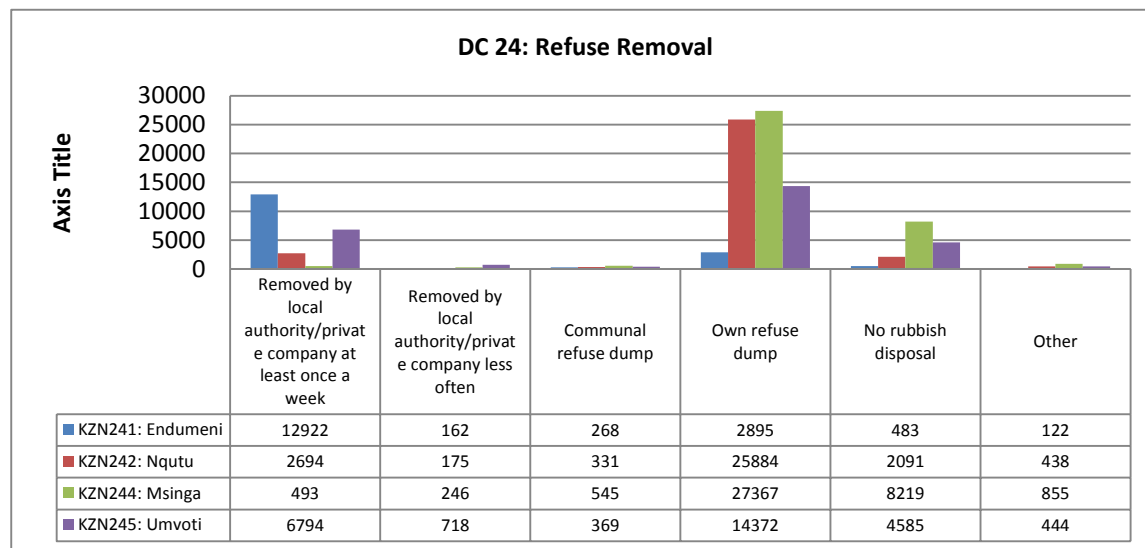
The majority of Endumeni households have access to water through local water schemes. At least 14 287 households have access to water through local schemes and at least 1107 are still dependent on boreholes for their survival.



Graph 8: Access to Water Endumeni

The remaining households are still dependant on dams, river streams and water tankers for access to water.

6.3 REFUSE



Graph 9: Refuse Removal

Only 62% of households have access to decent refuse removal and the remaining 5100 households have no access at all. It is estimated that, 4000 of the 5100 households use personal dumping which might constitute illegal dumping.

6.4 HOUSING

Household densities, are located within the urban areas of Dundee and Glencoe. Of the 77,717 people resident in Endumeni, 75% of the population is housed in formal dwellings (detached house, duplex or flat), whilst 13% in traditional dwellings and 5% in informal dwellings. Average household sizes are relatively low at 4, 16 persons. Estimated demand

for low cost housing units is 2,341 and new urban housing projects will be required to meet this demand. There are no calculations for the demand for medium to upper income housing however anecdotal information suggests there is a demand for medium income housing, particularly rental housing stock.

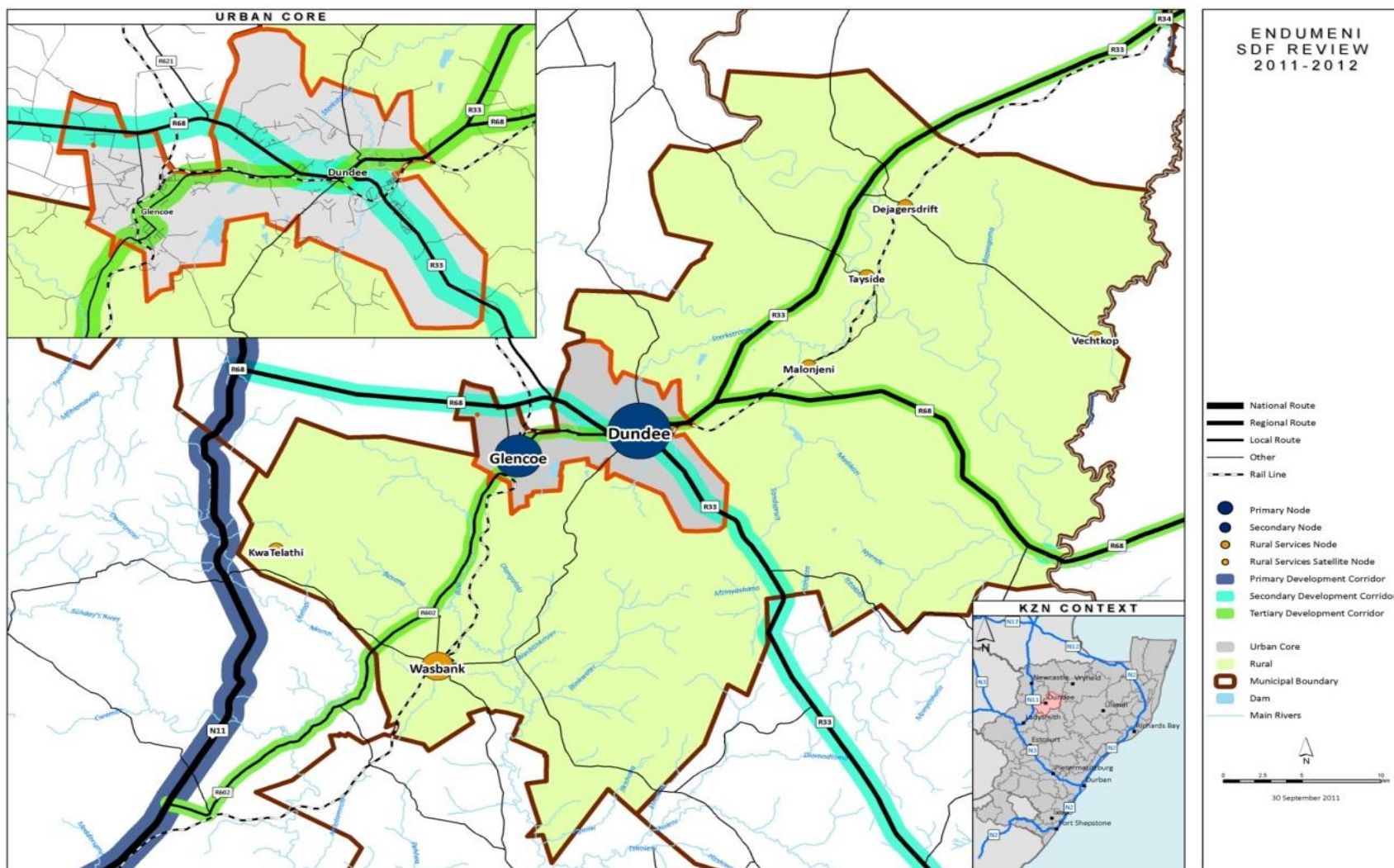
6.5 ELECTRICITY

Electricity is one of the major necessities required by all the communities. Lack of electrical connectivity to some of the households within Endumeni has hindered their development and exposed them to ever-increasing prices of paraffin and on-going struggle to access wood as an alternative means of water heating, cooking, etc.

To this end, at least 75.2% of households have electrical connections while 3400 have no connections and form part of the current backlog. This compels the electricity service providers to outline their plans during the new generations of IDP on how are they planning to eradicating this costly backlog. The main affected areas fall under the operational jurisdiction of Eskom.

for heating and cooking purposes. The limited few are still dependent on traditional and primitive measures for heating and cooking purposes.

6.6 TRANSPORTATION INFRASTRUCTURE



The rehabilitation of provincial Roads within the Dundee CBD by means of initiative undertaken by KZN Department of Transport and Endumeni Municipality in order to rehabilitate transport infrastructure, contribute to the amenity of the town in order to further amplify the gross domestic product of the Endumeni area

The existing public transport terminal within Dundee is adequate however public transport facilities en-route require upgrading. Public transport facilities must be planned for in the new rural services nodes. Future facilities need to be designed for in lower level planning initiatives e.g. local development plans or precinct plans.

6.7 ROADS AND STORMWATER PROJECTS

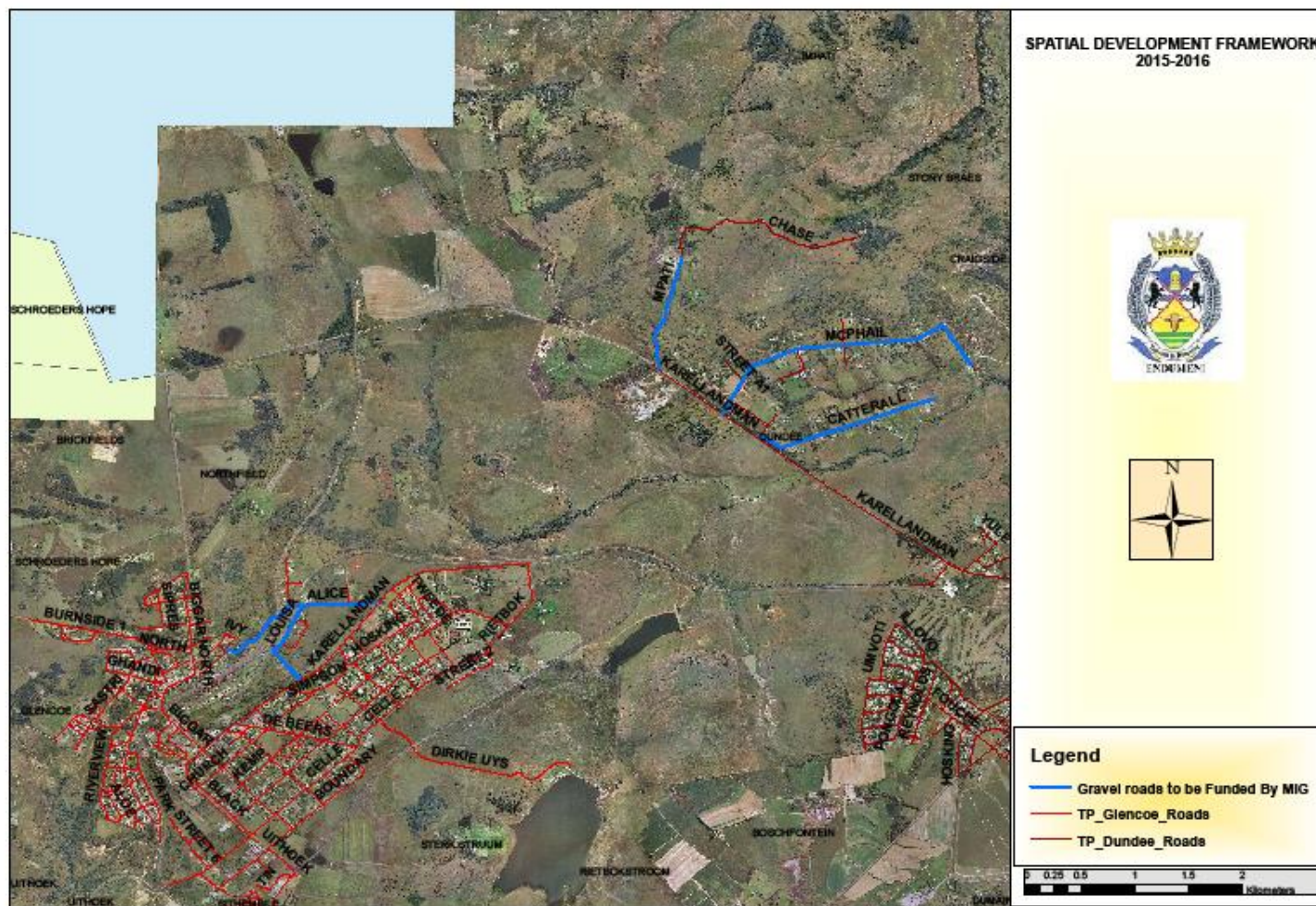
Name of Project	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Funder of Project
Buffer strip		R855,119.00			MIG
Watt Road	R7,184,009.00	R8,275,681			MIG

Mckenzie Street Rehabilitation		R1,798,662.00			MIG
Argyll/ Browning Street Construction	R5,190,218.00	R3,404,388.00			MIG
Uithoek/ Boundary Road		R3,038,990.00	R230,901.00		MIG
Ruitefontein Gravel Roads	R1,038,000.00				MIG
Commencial Road Dundee				R12,800,000.00	MIG
Victoria Street Dundee				R13,500,000.00	MIG

Wasbank Soccer field	R5,000,000.00	R2,500,000.00			MIG
Wasbank Community Hall	R4,000,000.00				MIG
Stratford Farm Community Hall		R4,000,000.00			MIG
Craigside Community Hall			R4,000,000.00		MIG
Extension 18 Community Hall				R4,000,000.00	MIG
Endumeni Roads Rehabilitation	TBD				MIG
Hajee Jamal from Vinden to		R1,750,000.00			MIG

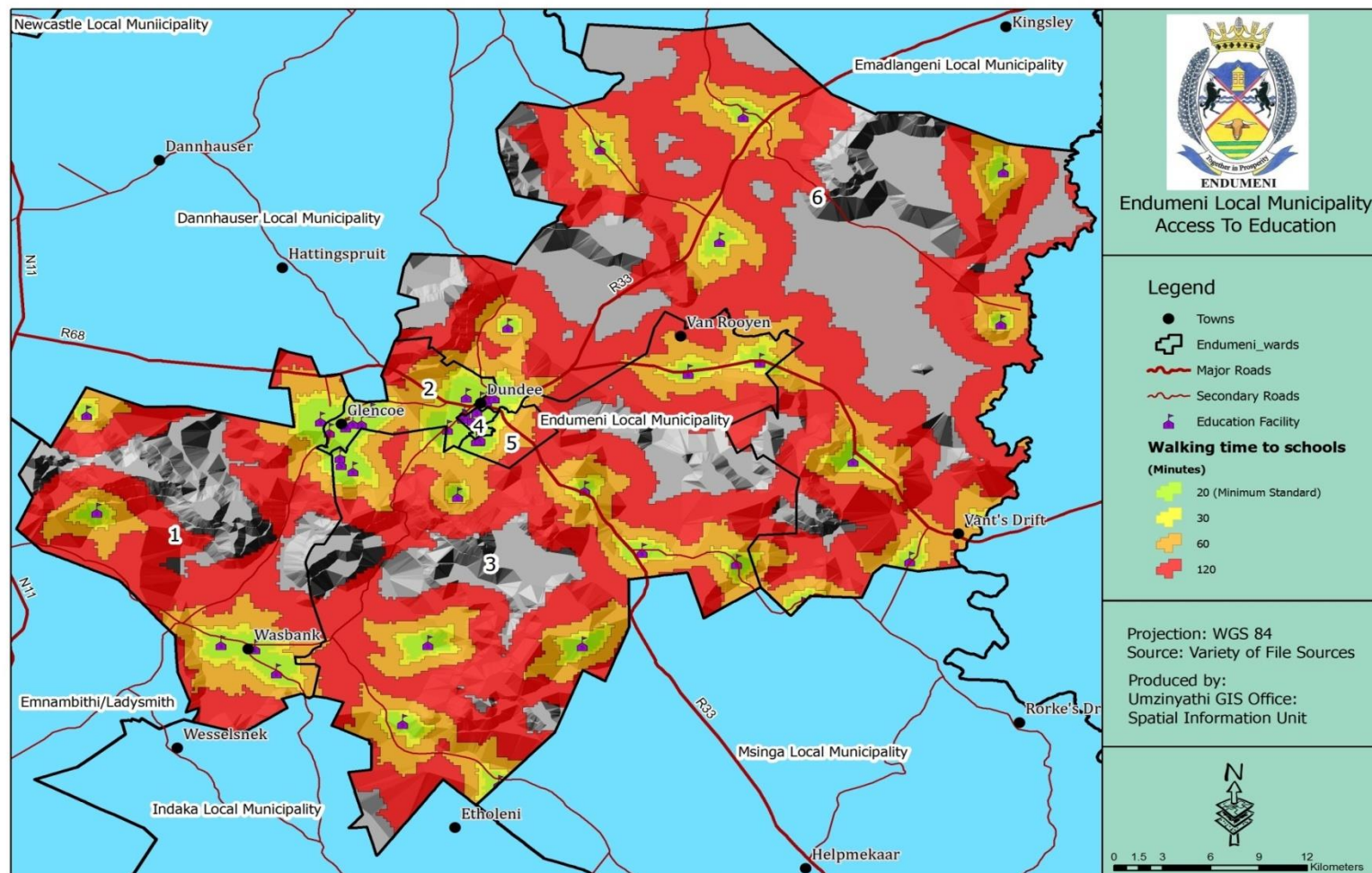
Morar					
Cabel from Avon to Harry Transport Gate		R3,500,000.00			MIG
Van de Byl from Avon to end			R7,500,000.00		MIG
Karellndman from Pietvan der berg to NGL Taxi rank				R3,000,000.00	MIG
Biggar North from NGL Town Hall to Railway Bridge	TBD				MIG
Caterall Drive		R2,000,000.00			MIG

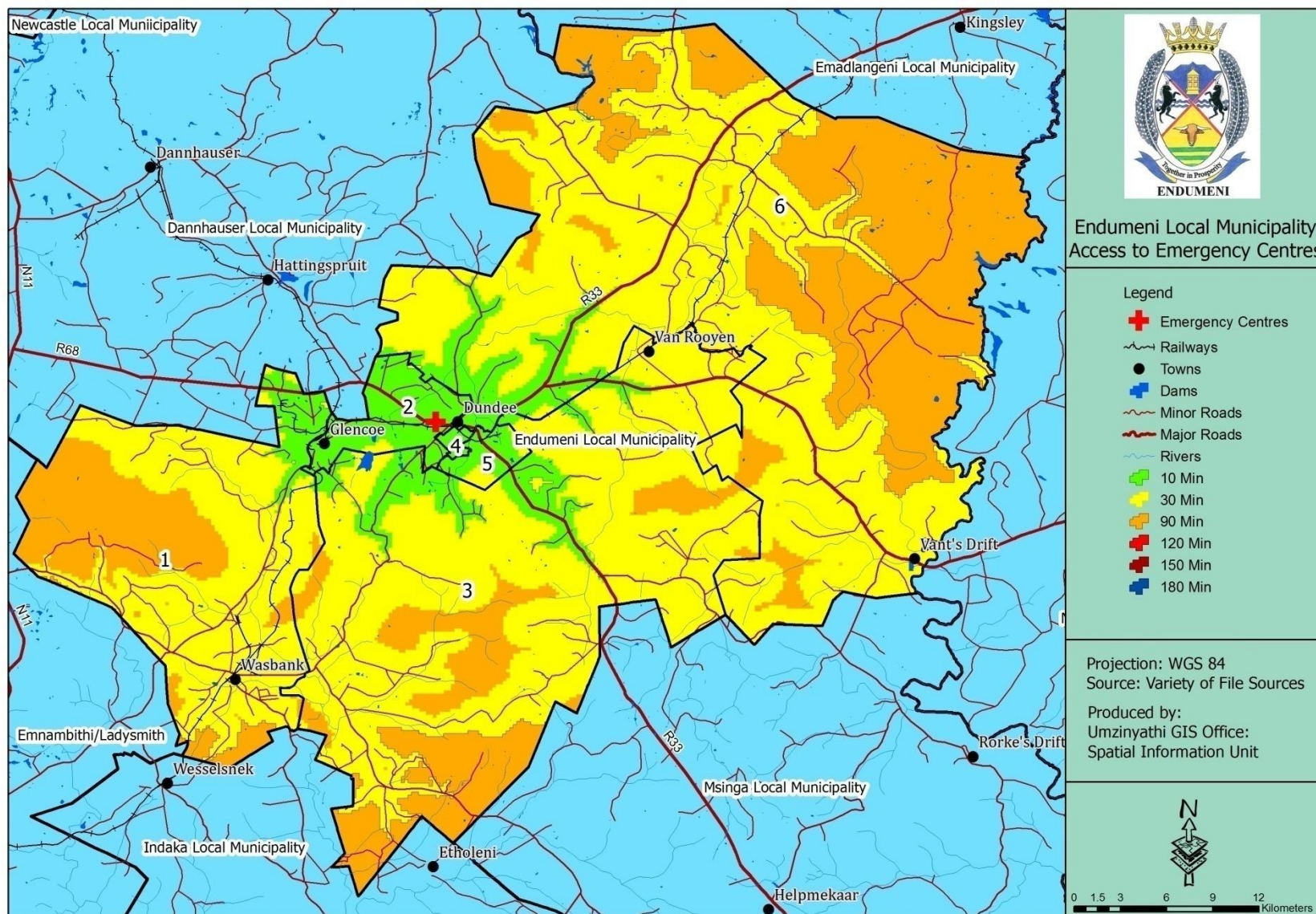
Mchphail Drive		R4,750,000.00			MIG
Mpathi Chase (water works road)			R1,200,000.00		MIG
Alice Street from Kerellandman to Grove Lane			R1,850,000.00		MIG
Louisa Street from Louise to Kerellandman	TBD				MIG
Emily from Louise to Karellandman				R1,200,000.00	MIG

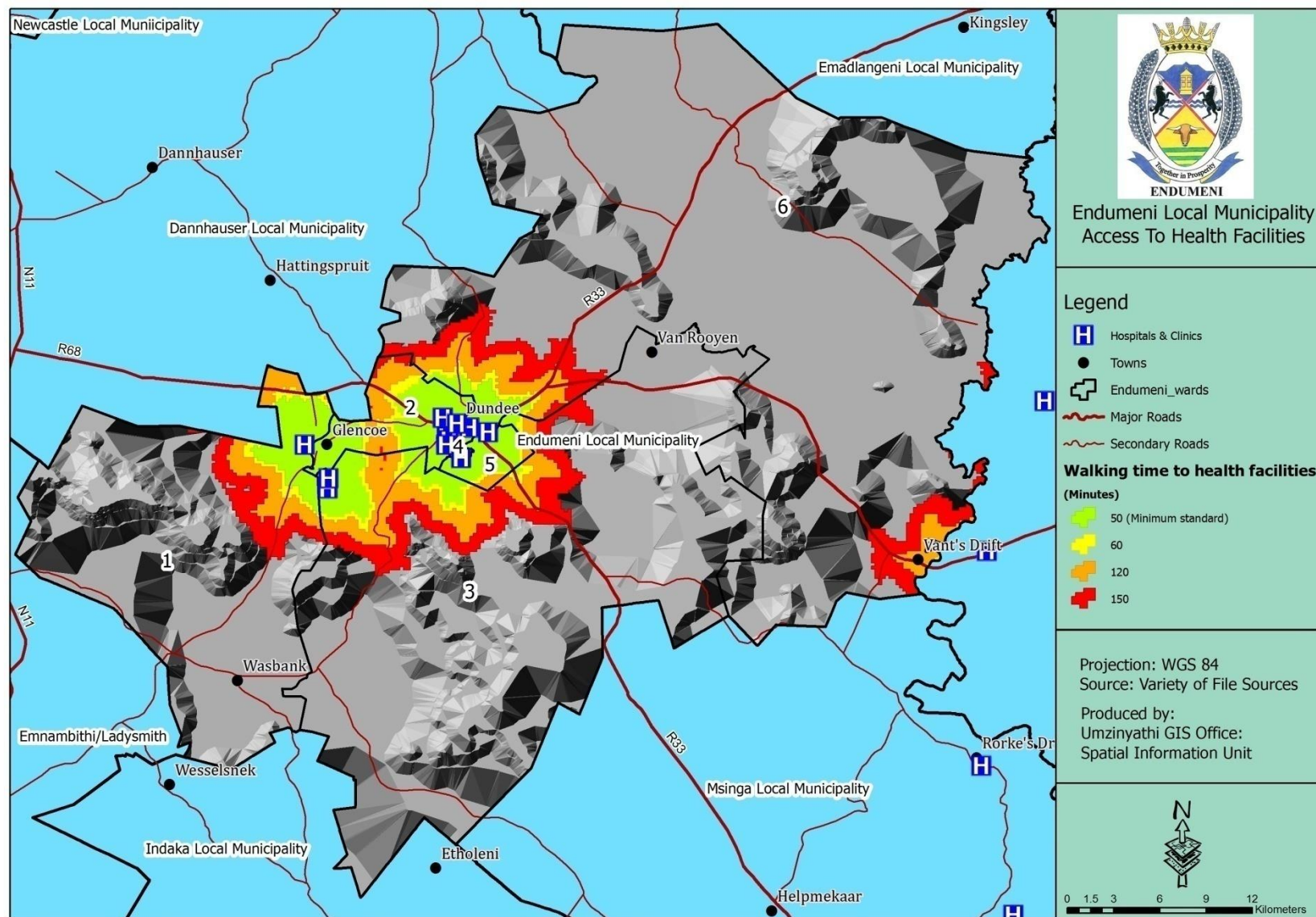


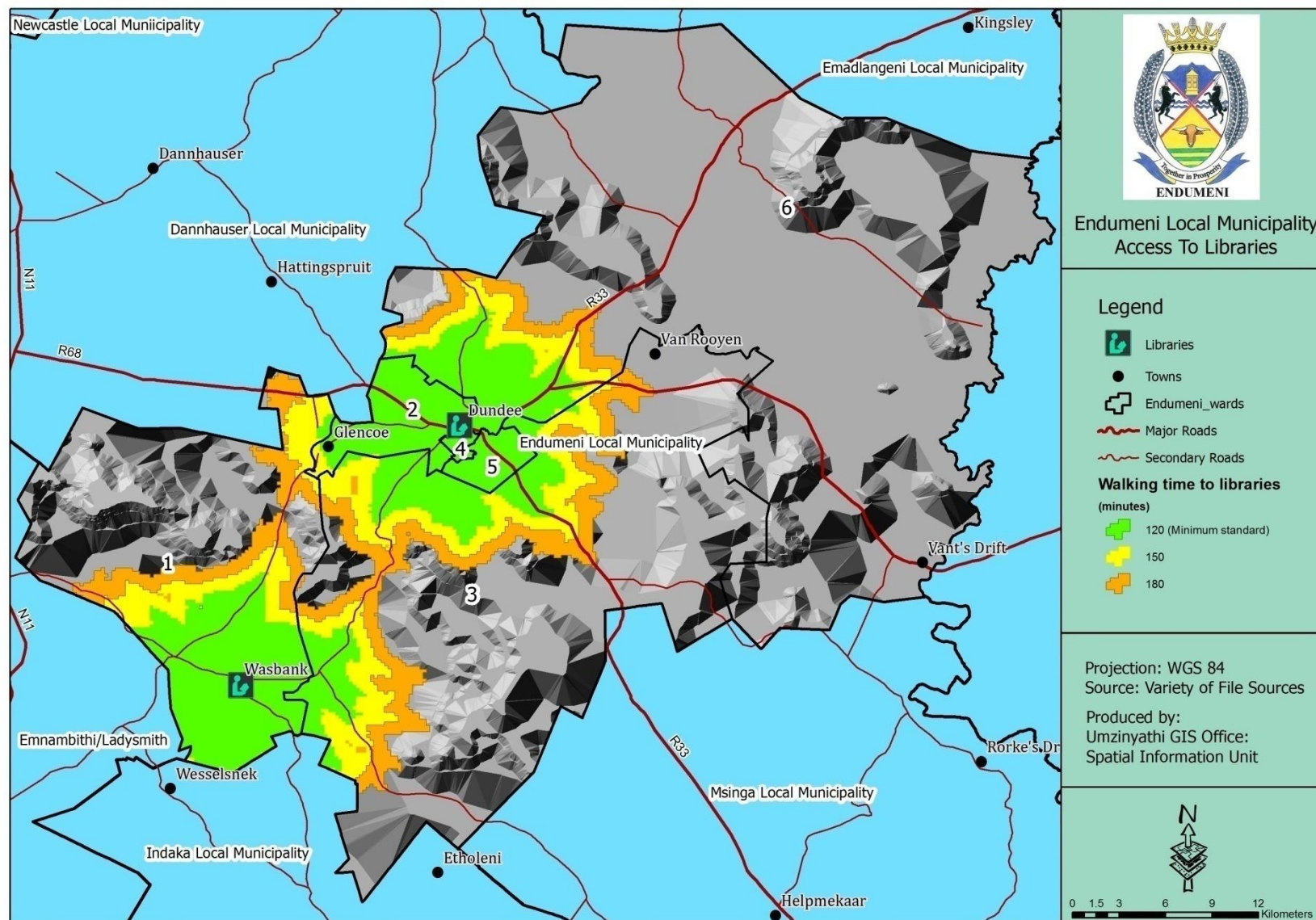


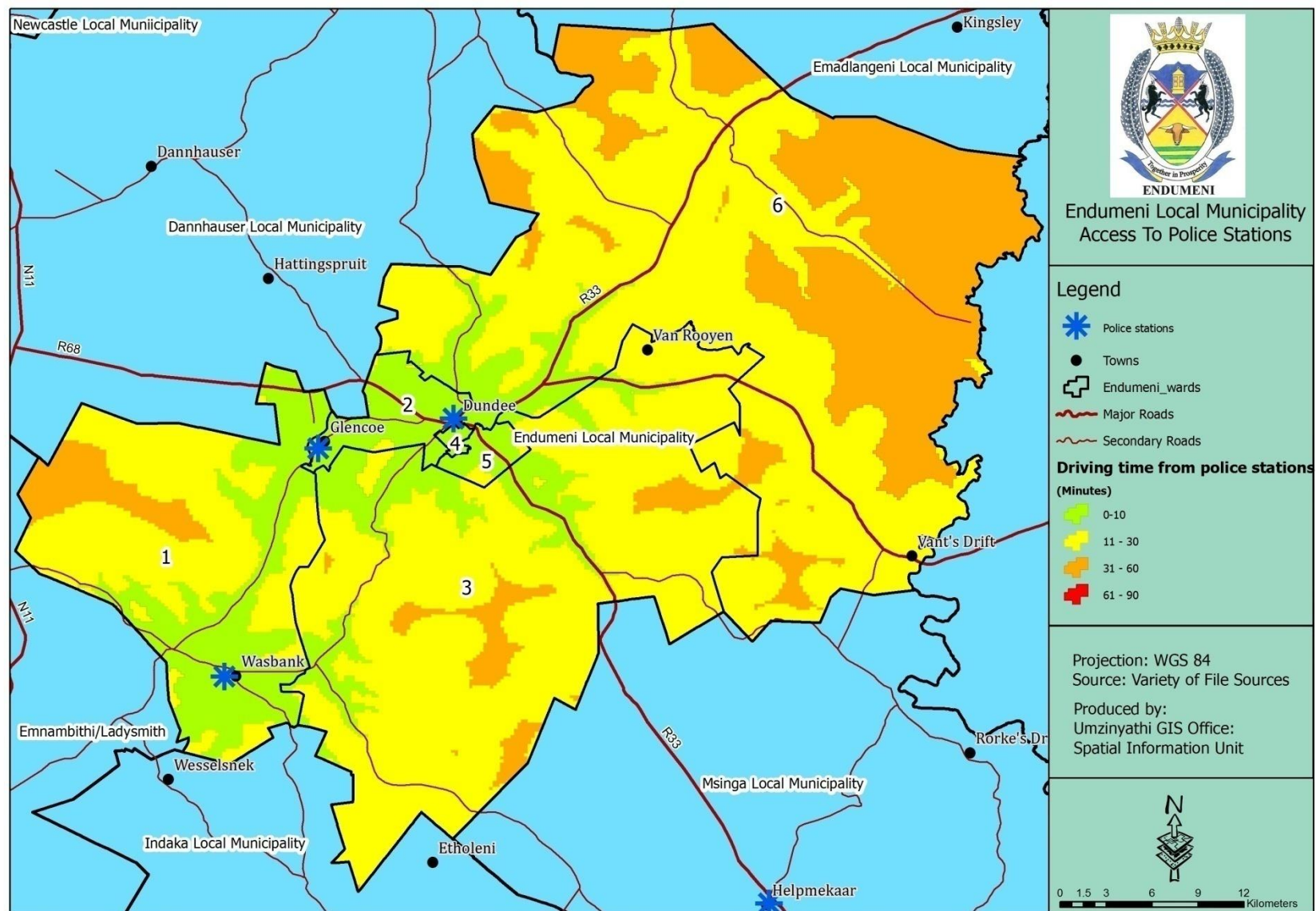
6.8 ACCESS TO COMMUNITY FACILITIES









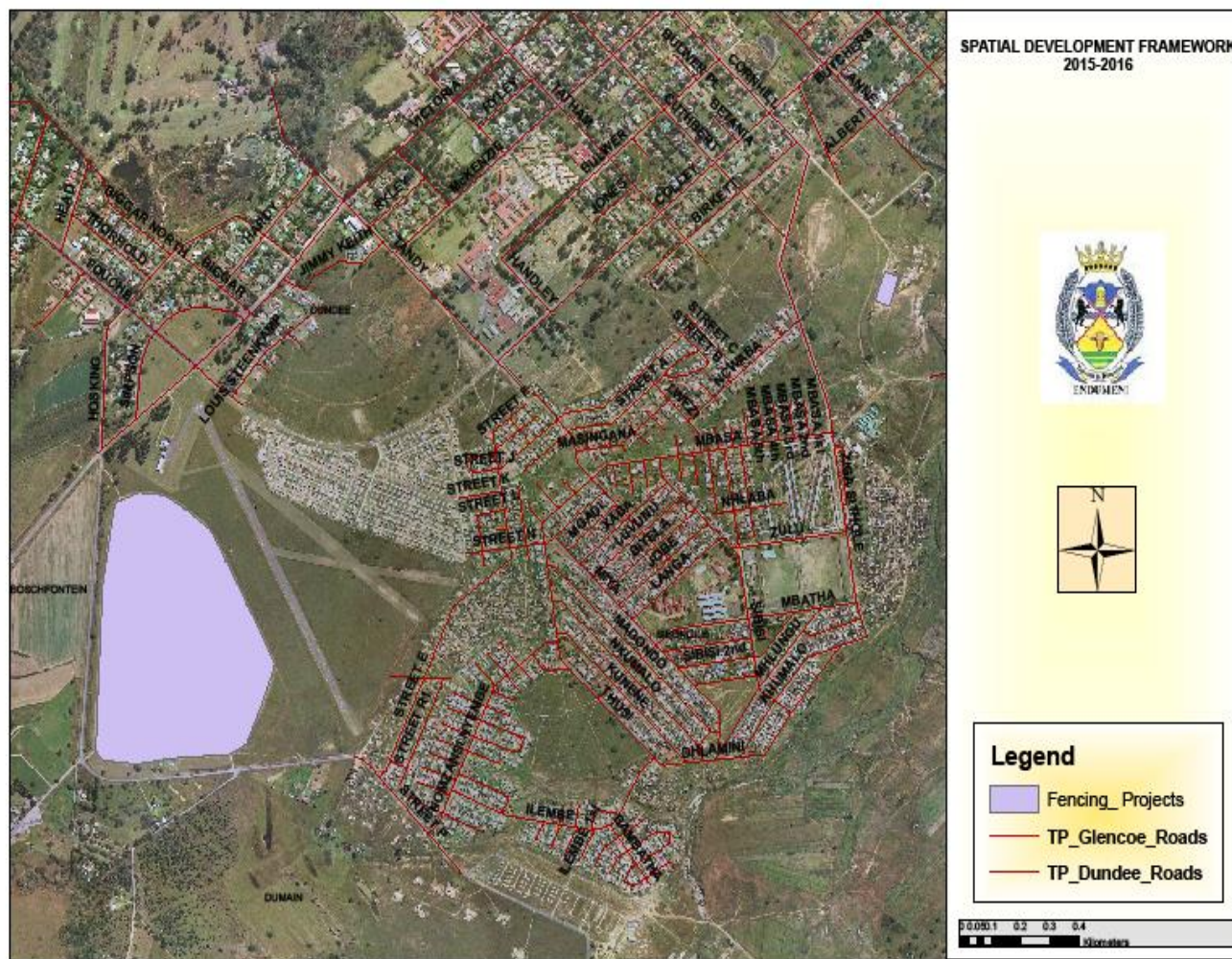


The distribution of certain key community facilities including schools, clinics and the locations used by mobile clinics are concentrated in the existing nodes of Dundee, Glencoe and Wasbank with a number of lower order facilities scattered with the rural hinterland. Any new community facilities must be located within services nodes and, where appropriate the clustering of facilities must be promoted. Pension points are sporadically located across the municipality. There is one tribal court located within Dundee.

PROJECTS THAT ARE WITHIN THE COMMUNITY:FENCING PROJECTS

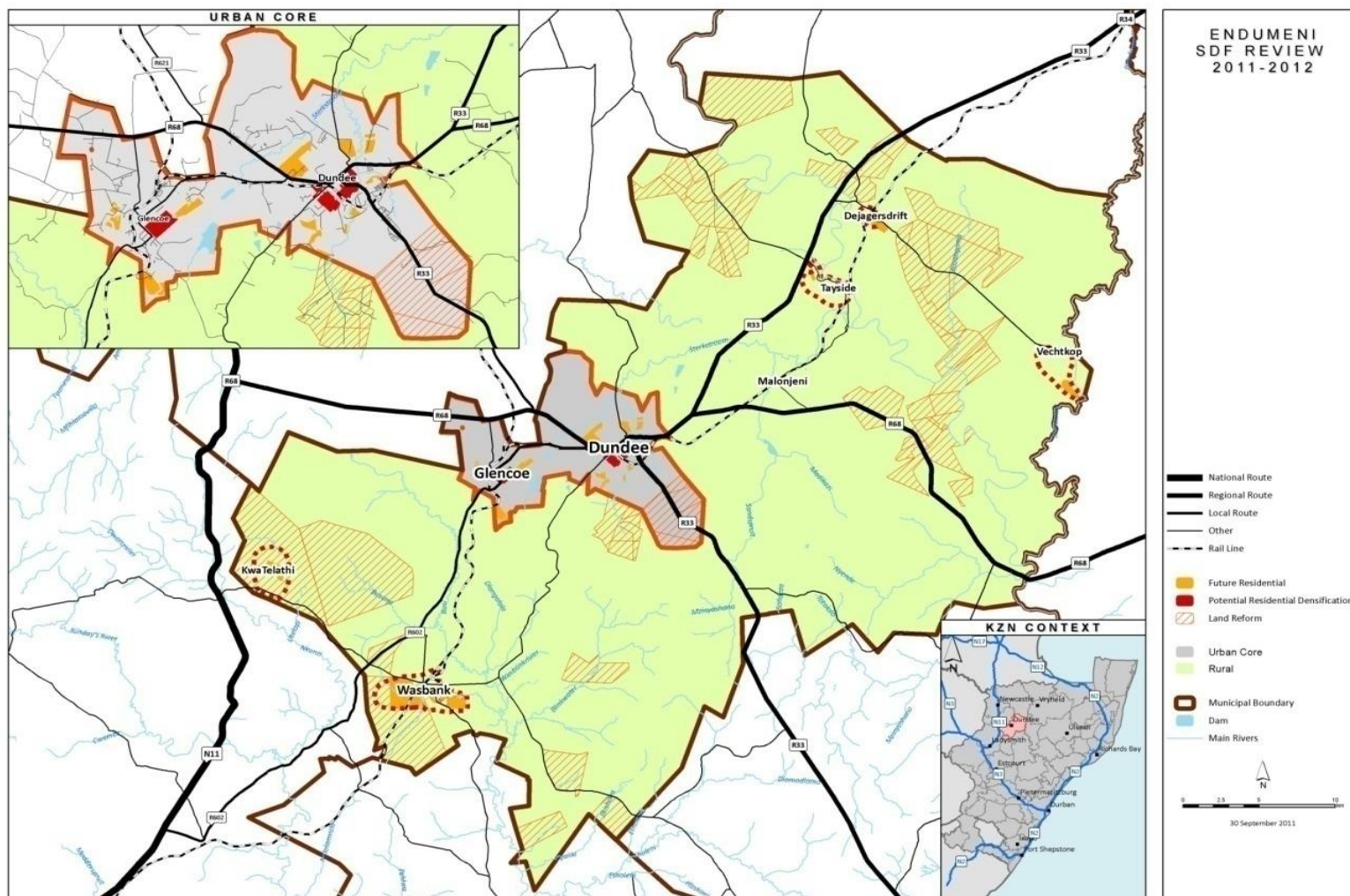
Name of project	Alocated Budget	Funder
Small Pedestrian Bridge to asibambaneni Gardens & Stock Farming	R150,000.00	ELM
Palisade Fencing at Wasbank Sportfields	TBD	ELM
Fencing , gate and	R50,000.00	ELM

platform at Dundee Transfer Station		
Fencing at Airfield	R1,000,000.00	Malinjeni Mine



Map: Fencing Projects

6.9 HUMAN SETTLEMENTS



Existing and planned Housing Developments:

All housing project from Endumeni LM are funded by the Department of Human Settlements. For the new projects the department has not confirmed as to how many projects will be funded within this financial year.

<i>Existing Projects</i>	<i>Budget 2015/16</i>	<i>New Projects</i>	<i>Budget 2015/16</i>
Sithembile Phase 2 (492 houses)		<i>Forestdale Greenfields (217 households)</i>	<i>TBD</i>
<i>Buffer Strip 1 Greenfield Phase 1 (200 households)</i>		<i>Dlamini Village Informal Settlement (44 households)</i>	<i>TBD</i>

<i>Buffer Strip 3 Colley Street Greenfield (250 households)</i>		<i>Craigside Informal settlements (378 households)</i>	<i>TBD</i>
<i>Buffer Strip 2 Old Mud Shacks (217 households)</i>		<i>Glencoe Middle Income</i>	<i>TBD</i>
		<i>Glencoe mixed residential</i>	<i>TBD</i>
		<i>Dlamini Informal</i>	<i>TBD</i>
		<i>Lindelani/ Mzomusha</i>	<i>TBD</i>
		<i>Sibongile Ext 18</i>	<i>TBD</i>

		<i>Craigside Informal</i>	<i>TBD</i>
		<i>Irondale/ Thuthukani</i>	<i>TBD</i>
		<i>Vergruk/ Ntekelezwayo</i>	<i>TBD</i>
		<i>Dumain/ Lethukuthula</i>	<i>TBD</i>
		<i>Croydon/ Senzangakhona</i>	<i>TBD</i>
		<i>Kuickvlei/ Bhekanani</i>	<i>TBD</i>
		<i>Klipspuit/</i>	<i>TBD</i>

		<i>Bozangoma</i>	
		<i>Ruigtefontein</i>	<i>TBD</i>
		<i>Dejaerdrift Cluster</i>	<i>TBD</i>
		<i>Wasbank Cluster</i>	<i>TBD</i>
		<i>Dundee Cluster</i>	<i>TBD</i>
		<i>Klipfontain/ Sondela</i>	<i>TBD</i>
		<i>Beauvale/ Zindela</i>	<i>TBD</i>
		<i>Zisieni Sithole</i>	<i>TBD</i>

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6.10 TELECOMMUNICATIONS

Endumeni is supplied with the necessary telecommunication infrastructure, such as coverage by cell phone service providers and Telkom. As such, the area is serviced with communications technology which is easily accessible to individuals. The table below is an indication on access to cellphones within the municipalities.

6.10.1 BRAODBAND DEVELOPMENT

The intitive of the braodband is to ensure that all government organisations have internet access. The plan is to provide all governement offices at least 10mb speed internet access, this is considered as meadium speed internet connection, the aim is to improve and increase the speed of internet access to 100mb, in the year 2030. Telecommunications and Postal Services are intending to provide free access to through wi-fi connections at stretigic wi-fi hot spots, for the entire Umzinyathi District. These strategic hot spots are proposed to be located at public facilities, i.e post offices, clinics, libraries, depamental offices, police stations, hospitals, fire stations municipalities ect.

Telecommunication and Postal Services have subcontracted their duties to four companies, Telkom RSA, USASA, INFRACOM, and CSIR. The budget allocation for the roll out of the broadband development is R750 million for the two identified KZN districts, Umzinyathi and Umngungundlovu.

SERVICE DELIVERY AND INFRASTRUCTURE	
Strengths	Weaknesses
ELECTRICITY: Availability of Electricity Master plan; capacity (limited) and provision (funding secured: rural;)	Illegal connections- loss of potential income
Road network captured spatially	Moratorium on bulk water and sanitation on newly established townships
Solid Waste: Management Plan	Rural housing stock with no access to water and sanitation
Availability of Council owned land for development i.e. housing	Multi-purpose centre not being fully utilised
Availability of MIG funding	Turnaround times for installation of electricity (multi-sectoral partnerships)
Appointment of the IT manager	Roads and storm water drainage
	Municipal Airfield in poor condition
	No municipal Taxi Rank (land available for the purpose) and inadequate provision of taxi laybys (drop off zones)
Opportunities	Threats
Availing municipal services to the FET college site	LIFESPAN AND MAINTANANCE: Capacity and state of infrastructure
Establishment of community facilities i.e. Libraries, sports fields, etc	Emerging of informal settlements

Provision of municipal service/bulk to urban area for security of rates purposes	
Securing of funding for Eskom areas	
Explore the purchase privately owned land and transfer of State land	

7 LOCAL ECONOMIC DEVELOPMENT

7.1 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

The Local Economic and Social Development Analysis catalytic projects are informed by the DGDP, District Growth Development Plan. Endumeni Local Municipality has a LED Strategy Plan Review 2015, done by a consultant. There is an Urban Regeneration Plan, part of Small Town Rehabilitation Plan that is at a planning stage. Its objectives are to rehabilitate the town Dundee and unleash agricultural potential/ development within ward 5, enhance the Sibongile Township through greening and infrastructure development. A greening project is at a planning phase, this project will focus on greening open spaces enhance the majority of the parks within Endumeni wards. The local municipality has currently appointed a LED Manager whom will undertake all the needed responsibilities regarding LED. The unit is supported by EPWP, Expanded Public Work Programme, to achieve job creation within the relevant project.

7.2 MUNICIPAL COMPARATIVE AND COMPETITIVE ADVANTAGES

7.2.1 COMPARATIVE ADVANTAGES

The comparative advantages of Endumeni are as follows:

- Centre of Special Economic Zone of Umzinyathi (mining).
- Endumeni is the main contributor to the district economy.
- Battlefields route which put the area into an international map.
- District Administrative (primary service centre) role of Dundee.
- Scenically beautiful areas.
- Heritage and battlefield assets and products.
- Good climate to undertake all forms of livestock farming.
- Abundant labour supply.
- Well developed agribusiness.
- High potential agricultural soils.

- Large labour pool.

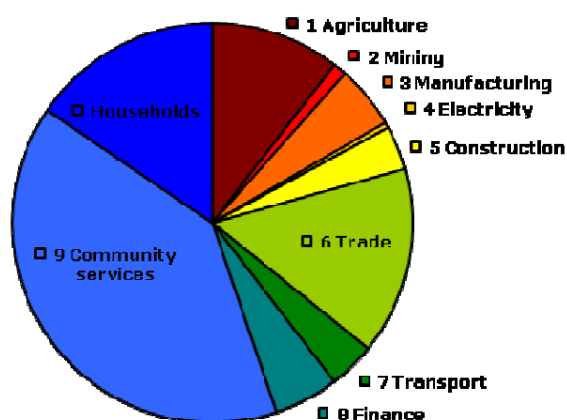
7.2.2 COMPETITIVE ADVANTAGES

There are a number of competitive advantages within the area which can be outlined as follows:

- The Endumeni Municipality is located in UMzinyathi district as one of the municipalities that form part of the district. Endumeni Municipality is located 360 kilometers South East of Johannesburg and 290 kilometers North of Durban. The area is in the Biggarsberg Valley in the foothills of the Drakensberg. The Municipality is generally accessed by turning off the N3 highway onto the N11 then proceeding onto the R68 into the Municipal area.
- Relatively good transportation infrastructure including railway line and regional/provincial roads.
- Rich natural resources including high potential agricultural land.
- Diverse natural environment attractions.
- Good range of accommodation types.

7.3 MAIN ECONOMIC CONTRIBUTORS

The Community Services sector employed the highest percentage of residents followed by household (996 people), Trade (976 people) and Agriculture at 674 people. It is however noticeable that, agriculture and mining sector that used to dominate the economy of Endumeni have dwindled

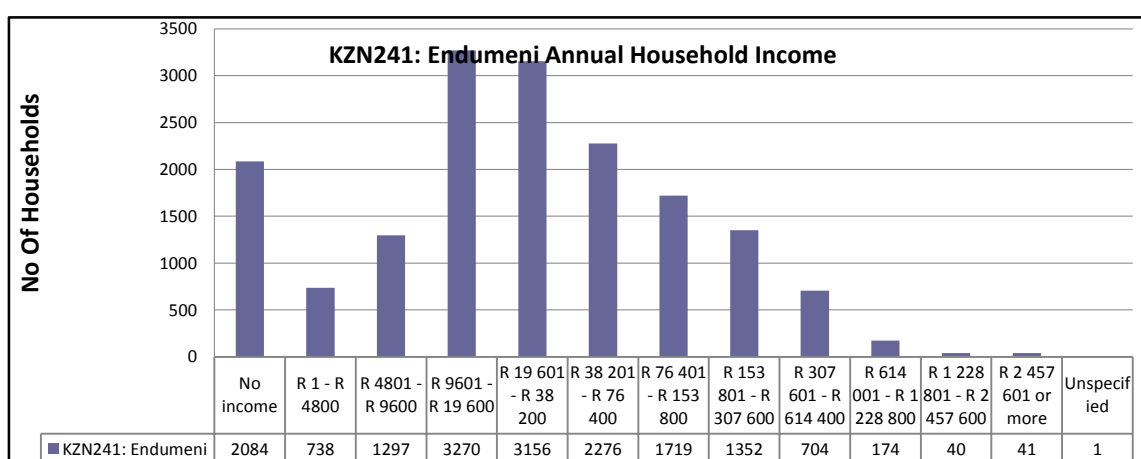


dramatically. While their potential to contribute significantly in the local economy is not questionable but rather the strategies required to turn around their fortunes need to be devised and implemented accordingly. Amongst other things, the fall of agriculture has been partly attributed to the large hectares of land transferred to previously disadvantaged communities that is under-utilized. Undoubtedly, the

revitalization of land reform programme and implementation economic reforms within the farms around Dundee, Wasbank and Glencoe remains central to the LED strategy of the municipality. The revival of the mining sector is warmly welcomed, since it has a potential to re-create job opportunities in the area and impact on the positive growth of Dundee and Glencoe towns.

7.4 EMPLOYMENT AND INCOME LEVELS

7.4.1 ANNUAL HOUSEHOLD INCOME

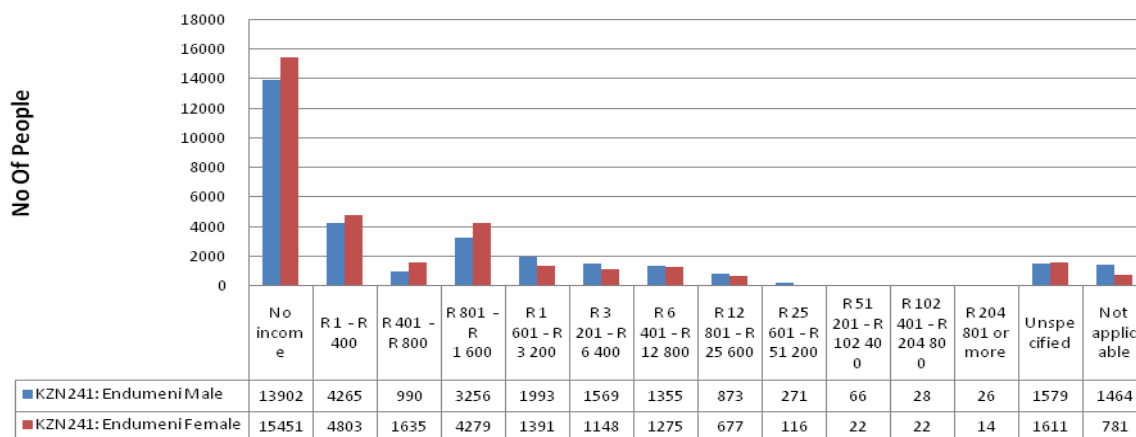


Graph 12: Annual Household Income

The annual household earnings have increased on average between 1996 and 2011. But those on the upper scales have enjoyed more benefits in terms of average growth in income level. On the contrary, those at the lower end of the scales are becoming more deprived. At least more than 2000 households have no income while more than 7000 are between R 4000 to R 38 000. The limited few are on the higher brackets. Undoubtedly this confirms the high level of poverty that persists to exist in Endumeni and Umzinyathi in general.

7.4.2 INDIVIDUAL MONTHLY INCOME

KZN241: Endumeni: Individual Monthly Income

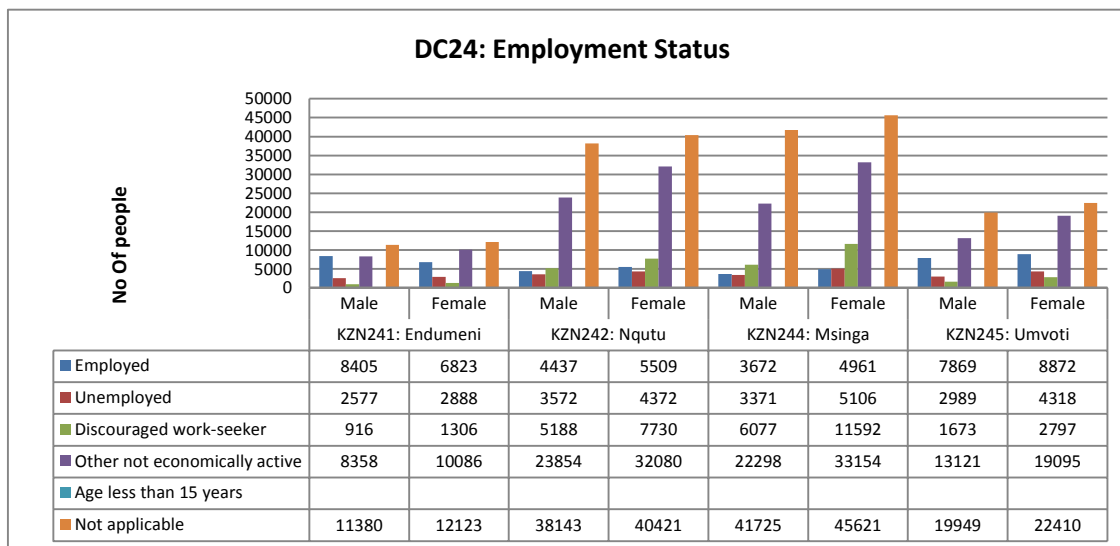


Graph 13: Individual Monthly Income

The household income discussed above suggested that at least 2000 households have no access to income and approximately 7000 households. Clearly, there is high level of dependency ratio on individual households. Hence, the individual income figures suggest that many people within municipal area have no access to income. At least 29 000 people are reported to be without any income. The next 20 000 people are within the category of R400 to R6400 per month. Undoubtedly more than 50% of the population aged between 15 and 64 years have no access to income.

7.4.3 EMPLOYMENT STATUS

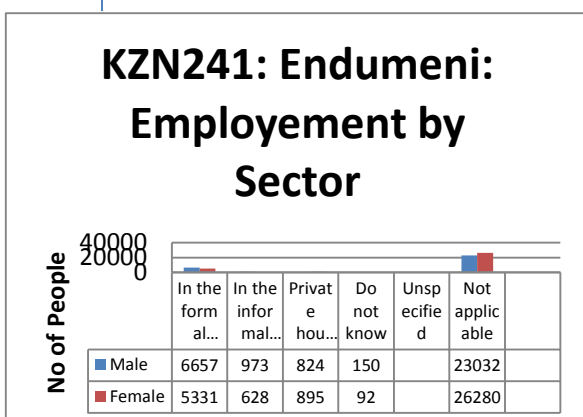
The employment indicator remains critical in every economic analysis, since it indicates number of available opportunities and their accessibility thereof.



Graph 14: Employment Status

According to Statssa released results for 2011, at least 15 000 members of the work force are formally employed; while 2000 are discouraged and more than 18 000 are not economically active. This serves as a proof of poverty challenges facing the entire region.

7.4.4 EMPLOYMENT BY SECTOR



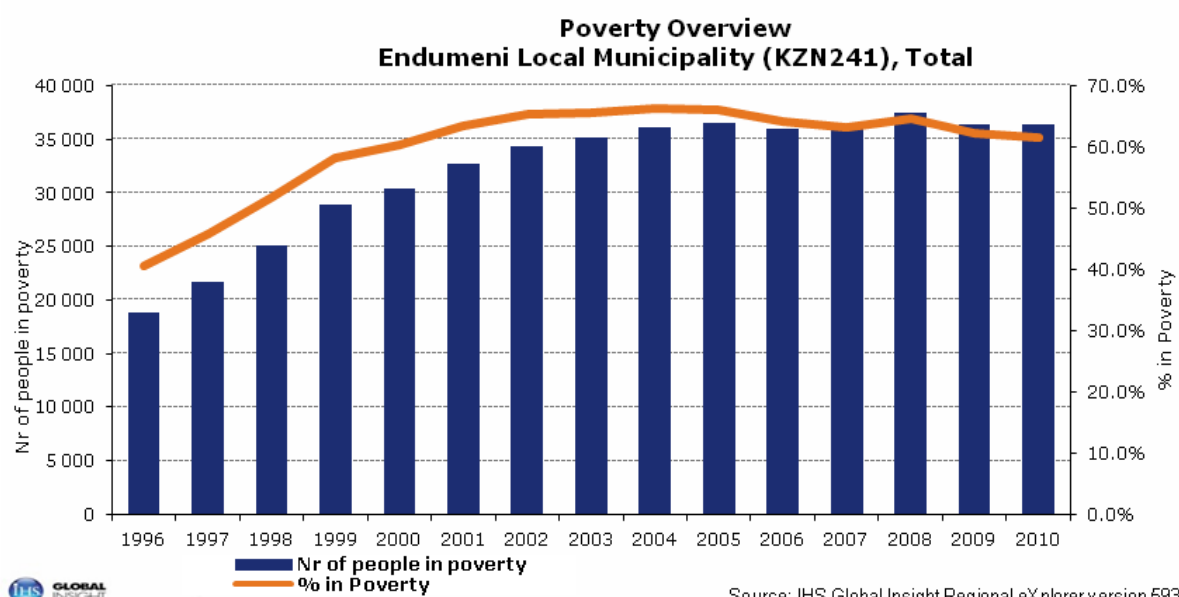
The employment created by different sector has varied over a period of time. The economic history of Endumeni suggests that Agriculture and mining were once dominant in creating both business and employment opportunities. However, the current results indicate that

household and services sectors are creating more jobs than some of the primary

sectors. But clearly it is noted that formal sectors are not creating sufficient opportunities for local labour force. On the other hand, informal sectors are also attempting to provide opportunities to those who are waiting for better opportunities in the formal sector. The reality of employment is indeed evident from this analysis that the municipality together with other stakeholders should create required job opportunities and business opportunities for local active economic individuals.

7.5 POVERTY OVERVIEW

The overall poverty picture is that, more than 60% of the populations are living under poverty.



7.5.1 POVERTY INDEX: NUMBER OF PEOPLE IN POVERTY

Poverty is defined as the state of one who lacks a usual or socially acceptable amount of money or material possessions. This variable indicates the number of people that lack the goods and services commonly taken for granted by members of mainstream society.

In terms of percentages, in 1996 40.7% of residents of the Endumeni lived in poverty, while in 2010 61.9% lived in poverty. This figure peaked at 66% in 2005. While the poverty rate is at 61% Africans are the most affected. At least 69.9% of Africans are languishing in poverty and as far back as 2005 the rate was at 78%. Again, this calls for strategic interventions that will speedily minimize the number of people in poverty. pat

7.5.2 POVERTY GAP

The poverty gap can be defined as the amount of income that would be required to bring every poor person exactly up to the poverty line, thereby eliminating poverty. It can also be defined as the total income shortfall, expressed in proportion to the poverty line, of families with income below the poverty threshold, divided by the total number of families.

For the UDM this figure stood at R327 million in 1996, and rose to R1,037 million in 2009. This figure peaked in 2008. In case of Endumeni at least 47 million is required to bring all the residents currently below poverty line to the equilibrium level. This is the level where all affected will have 1 dollar per day.

7.5.3 PERCENTAGE OF PEOPLE LIVING BELOW \$1 AND \$2 PER DAY

In 1996 9% of the population of UMzinyathi lived below \$1 per day and 26.2% lived below \$2 per day. This figure improved to 0.4% living below \$1 per day and 10% below \$2 per day in 2010. The year 2002 saw the highest number of people living below \$1 per day (12%) and the highest number of people living below \$2 per day (33.8%).

In 1996 at least 4% of the population of Endumeni lived below \$1 per day and 12% below \$2 per day. However, there has been a noticeable improvement on these figures. Currently Global Insight reports that 0.4% live below \$1 per day and 11.5% below \$2 per day respectively.

7.5.4 GINI COEFFICIENT

The Gini Coefficient is the most commonly used measure of inequality. The coefficient varies between 0, which reflects complete equality and 1, which indicates complete inequality (one person has all the income or consumption, all others have none).

The Gini Coefficient for the UDM rose from 0.59 in 1996, to 0.61 in 2009, and peaked at 0.63 in 2003 and 2004. This indicates a relatively high level of inequality in the UDM society. The Gini coefficient for the UDM in 2009 was lower than the national average. On the other hand, the Gini Coefficient of Endumeni is reported to be 0.68 in 2010 while it was 0.57 in 1996. The inequality gap has increased in Endumeni living government with the challenge to narrow this unhealthy economic gap.

7.5.5 HUMAN DEPRIVATION INDEX

The Human Deprivation Index or HDI is a summary of human development and can be defined as a measure of multi-dimensional poverty. In 2004 it was estimated that the HDI for the UDM was the second lowest figure for DM's in KZN behind the uMkhanyakude DM.

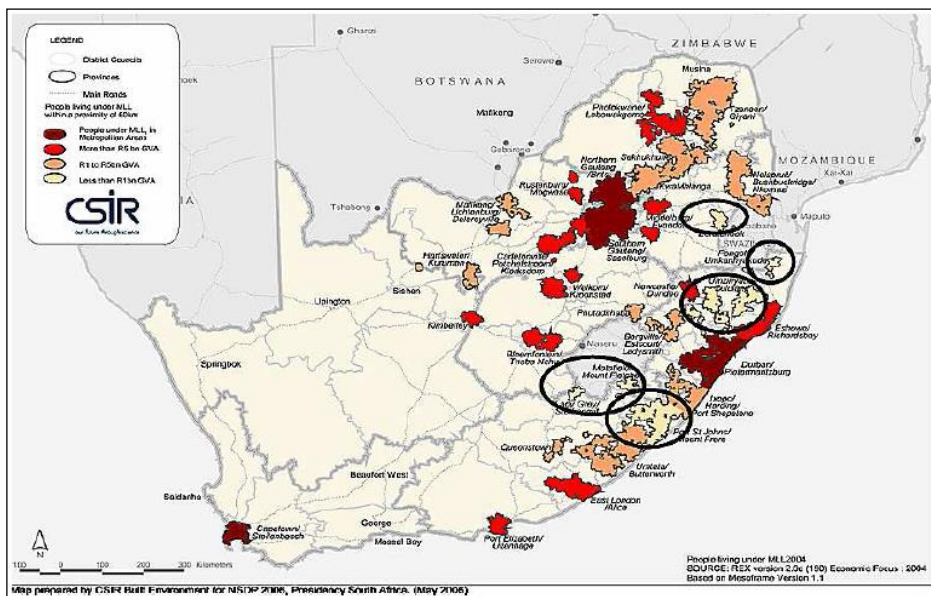
The HDI for the UDM in 2009 was 0.36 which was lower than the national average of 0.56 for the same period. The HDI for Endumeni was 0.54 in 2010 and was standing at 0.56 in 1996.

7.5.6 MINIMUM LEVEL OF LIVING

The Minimum Level of Living (MLL) can be defined as the minimum financial requirements of members of a household to maintain an acceptable living standard, which is above the Poverty Line. Sufficient quantities of relevant expenditure items based on minimum health standards are allowed for when calculating the MLL, but rational expenditure on them is assumed. The MLL is measured in monetary value.

The following map was prepared by the CSIR (2004) and identifies communities in South Africa that are living in areas with low economic activity, low levels of demonstrated economic potential, and with high numbers of people living below the MLL. As can be seen, the uMzinyathi DM is identified as one of these areas.

Map 1: Spatial economic mapping



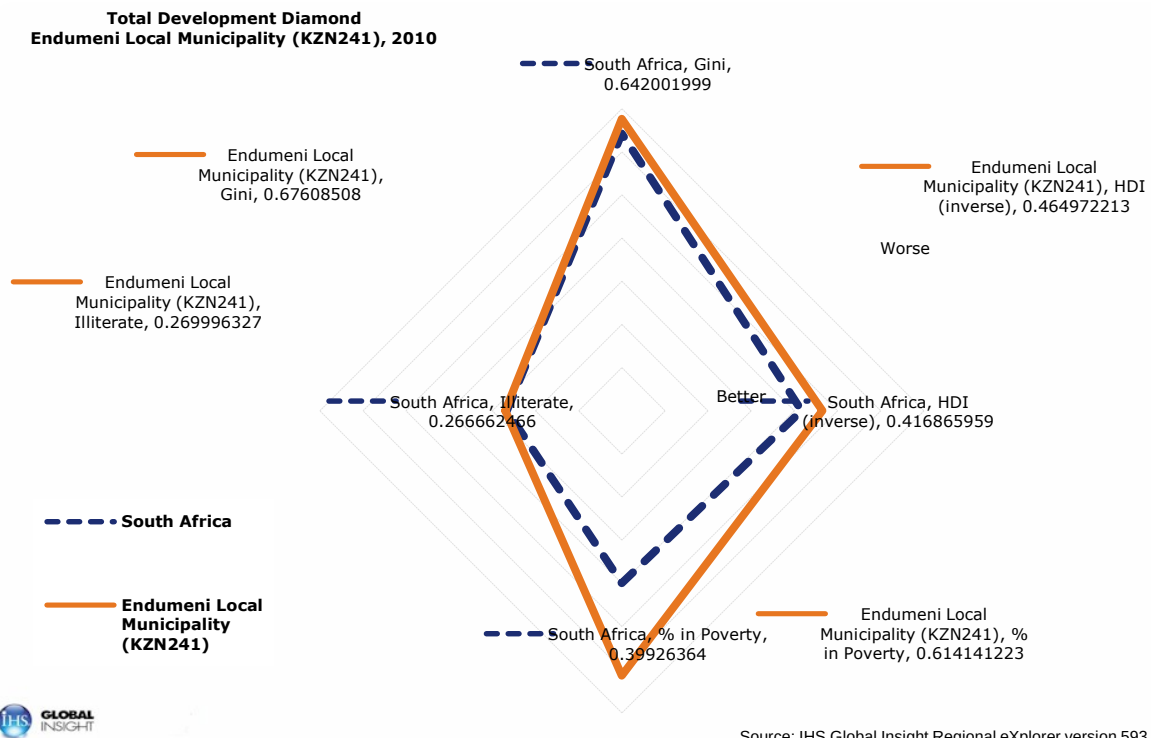
7.5.7 MULTIPLE DEPRIVATIONS

The KwaZulu-Natal Provincial Index of Multiple Deprivation (PIMD)(2001) identifies poverty levels per municipality at a ward level. In terms of how it was determined, the PIMD (2001) was constructed by combining the five transformed domain scores with equal weights. The five domain indices are as follows:

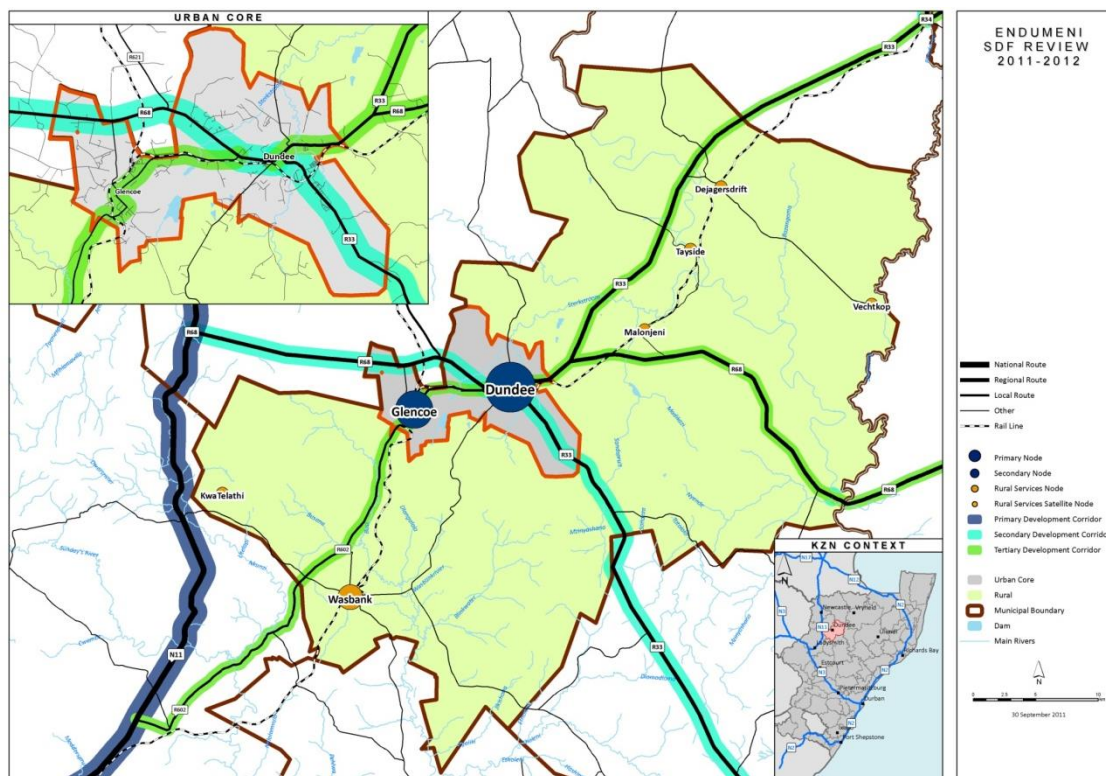
- Income and Material Deprivation;
- Employment Deprivation;
- Health Deprivation;
- Education Deprivation; and
- Living environment Deprivation

7.5.8 DEVELOPMENT DIAMOND

As indicated above, poverty is a multi-dimensional phenomenon. Global Insight has analysed it in terms of four broad variable namely the Gini Coefficient, the Human Deprivation Index (inverse), the percentage of people in poverty, and levels of illiteracy. These are summarised in the figure below and compared to the national average.



7.6 POTENTIAL INVESTMENT AREAS



The map above presents various areas within the municipality as per SDF economic nodes that carry a potential for future investment. Undoubtedly the need exist for municipality to mobilize both private and public investment to indicate key nodes and investment areas. To this end, the key challenges facing is the lack of foreign and domestic investments that will stimulate growth and development in these municipal pockets.

7.7 SMMES

The existence of a strong and dynamic Small, Micro and Medium Enterprises (SMMEs) sector indicates the relatively good health of the local economy. Based on general personal observations and experience with the local business environment within Endumeni Municipality, there is lack of support to the SMME sector, despite the opportunities that exists for this sector to take advantages of the tourism and trade opportunities. These opportunities range from the development of crafts for the tourism sector and general street trading along the

Dundee and Glencoe. A number of strategies have been put in place at national level to provide a framework and an enabling environment within which strong and dynamic SMME sector can be developed and supported to grow. It is the government's view that the SMME sectors including co-operatives have an inherent potential to promote a competitive entrepreneurship sector that is crucial in the sustainable creation of employment.

7.8 AGRICULTURE

The Agriculture sector in the UDM has been range bound in its contribution to the national agricultural total and has contributed between 0.7% and 0.9%. The statistics indicate that there have been four periods of decline or negative growth rates in the sector namely 1996/7, 2005, and 2009 onwards. The data also indicates that for 2006 to 2010 the sector grew at its highest rate of 8% per annum. The average growth rate for this sector from 1996 to 2010 was 1.7% per annum.

7.9 TOURISM

Tourism sector is one of the potential sectors in developing and growing the local economy. It has over the years displayed a tremendous potential to create job opportunities. Domestic tourists have found Endumeni and Umzinyathi at large more attractive over the recent years. While the number of visits and bed occupied over a period of time show signs of improvement, there is still a need to market tourism products vigorously. The international tourists have spent money in Umzinyathi especially during year 2010. This could easily be attributed to the FIFA world cup that was staged in South Africa during the same year.

The sector has experience mixed fortunes in Endumeni. The sector has enjoyed positive growth from 2007 to 2009 and immediately experienced a downturn until 2010. But during the same period the international tourists have paid more visit to Endumeni than domestic tourists. Again, this sector needs more attention from all stakeholders. Currently the previously advantaged communities are participating

meaningfully while previously disadvantaged are not yet on board in terms of understanding sector dynamics.

7.10 MANUFACTURING (INDUSTRIAL)

There has been a gradual decline in the manufacturing sector from 1996 to 2010 with the Endumeni contributing less than 0.1% to the national total. The annual growth in the manufacturing sector and indicates that from 1998 to 2001 there was negative growth in the Manufacturing sector followed by positive growth from 2000 to 2001. From 2008 onwards the sector has declined at an alarming rate of up to -10% per annum. The average annual growth rate for this sector from 1996 to 2009 was -3.6% per annum.

7.11 SERVICES

There was a decline in the Community Services sector from 2004 to 2005 where after there has been a period of gradual growth with short periods of decline. The Community Services sector, during the period 1996 to 2010, has seen its contribution increase from 23% to 33% the regional total. This sector has enjoyed a significant growth rate from 1996 to 2009. There was a growth in the sector in 2005 of 1.5%, followed by a sustained period of growth at a decreasing rate from 2006 onwards. The average growth rate from 1996 to 2009 for this sector was 0.4% per annum.

7.12 MINING

In the past Endumeni and its surrounding areas depended largely on coal mining for its existence. However during the last 30 years coal mining steadily declined and as a result most of the mines have since closed down. The two remaining collieries still in existence are Slater Coal currently mining at Avemore and Magdelna farms in the Dundee district and Springlake Colliery in the Hattingspruit in the Dannhauser district. Again, the lack of meaningful BEE participation in the mining sector is call for consideration. While new mines are reported to be

opening soon, the need persist to identify meaningful opportunities for communities within the mining sector.

SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Cross-cutting dimensions	○ Centre of Special Economic Zone of Umzinyathi (mining) ○ Relatively good transportation infrastructure including railway line and regional/provincial roads. ○ Rich natural resources including high potential agricultural land. ○ Endumeni is the main contributor to the district economy. ○ Endumeni is the main economic centre within the district.	○ Service backlog (water, sanitation and electricity). ○ Access roads are in a poor condition in rural parts of the municipality. ○ Poor location in relation to the national and provincial lines of investment. ○ General economic decline across the economic sectors. ○	○ National and provincial LED support schemes and programs. ○ Battlefields route which put the area into an international map. ○ District Administrative (primary service centre) role of Dundee. ○ Location within an ISRDS Node. ○ PSEDS and the corridor development program.	○ Changes in the national and provincial policy environment. ○ Adverse weather conditions as a result of climate change. ○ Globalisation ○ Focus on areas outside Endumeni and the district.

Tourism	○ Scenically beautiful areas. ○ Diverse natural environment attractions. ○ Good range of accommodation types. ○ Town has facilities to support tourism e.g. banking, medical, etc. ○ Excellent existing products. ○ Heritage and battlefield assets and products. ○ Rich Zulu cultural tradition ○ Support of LM and DM.	○ Poor tourism marketing and advertising. ○ Lack of coordination. ○ Insufficient funding. ○ Lack of meaningful community participation in tourism. ○ Lack of authentic traditional experiences. ○ Poor public tourism infrastructure. ○ Lack of structured tourism training.	○ Dundee is well placed in the centre of the battlefields. ○ Improve relations between local and district municipality. ○ Potential for ecotourism, culture, crafts and arts opportunities. ○ 2010 soccer world cup games. ○ Location in relation to the “berg”	○ Saturation of the market by the same products. ○ Crime ○ Lack of resources.
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Agriculture	○ Good climate to undertake all forms of livestock farming. ○ Abundant labour supply. ○ Well developed agri-business. ○ High potential agricultural soils.	○ Lack of unity among farmers. ○ Lack of appropriate infrastructure. ○ Shortage of skills and market access.	○ Land reform programme – improve access to production assets by the poor. ○ Ability to market products locally. ○ Processing of red meats.	○ Drought and heavy rains. ○ Diseases. ○ Lack of productivity as a result of the land reform program. ○ Theft ○ Escalating input costs.
Commerce and industry	○ Strategically located. ○ Large labour pool.	○ Lack of appropriate infrastructure. ○ Low local buying power due to unemployment and low income. ○ Lack of a coherent business development strategy. ○ Distance from major markets.	○ Provincial and national business development and support programs. ○ Provincial corridor development program. ○ Establishment of abattoir and related meat industries (livestock value chain).	○ Changes in market forces i.t.o. the supply and demand for commodities, the exchange rate, etc. ○ Impact of HIV/AIDS ○ Performance of the District Municipality in the delivery of services.

7.13 SOCIAL DEVELOPMENT ANALYSIS

7.13.1 BROAD BASED COMMUNITY NEEDS

The above map shows the nodal system of Endumeni Local Municipality and the areas of “priority shown are the areas where inadequate provision of social services is currently the highest. The municipality through the process of the IDP public participation carried out the Community Based Planning methodology in order to get the priority needs/projects from each ward. The purpose of the CBP: By the end of both classroom and practical planning candidates are knowledgeable on the aspects of CBP, its events and tools have successfully facilitation a ward planning and are able to document a ward plan. The objectives were the following:

- Demonstrating an understanding of participatory planning methodologies
- Undertaking a participatory situation analysis
- Developing a community vision and prioritized outcomes
- Developing a plan for each of the prioritized outcomes
- Developing an action plan and monitoring mechanism for the ward committee

The 6 wards then generated the following priorities per ward:

WARD 1
PRIORITISED OUTCOME
Water & Sanitation
Roads
Electricity
Housing
Community Hall (Community Facilities)

WARD 2
PRIORITISED OUTCOME
Roads
Water
RDP Houses
Disaster Management
Clinic & Ambulance

WARD 3
PRIORITISED OUTCOME
Community facilities
Goborns to eliminate soil erosion
Human Settlement
Electricity
Water

WARD 4
PRIORITISED OUTCOME
Housing
Electricity
Job Creation
Crime
Water & Sanitation

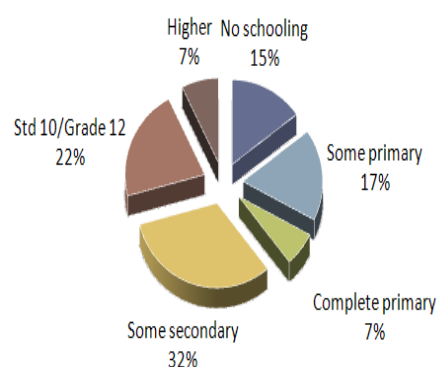
WARD 5
PRIORITISED OUTCOME
Housing
Water
Education
Safety & Security
Clinic

WARD 6
PRIORITISED OUTCOME
Water & Sanitation
LED intervention
Community facilities
Education
Human Settlement
Bridge
Roads
Tavern (Drug Abuse)

7.13.2 EDUCATION

Endumeni is served by both primary and secondary education facilities. The municipality is relatively well serviced in terms of primary schools; however there are areas of the municipality, particularly in the north-west where there are limited primary school facilities. All secondary educational facilities are located within the urban core of Glencoe and Dundee. Small parts of Endumeni do not conform to the 5 km service radius of facilities. The location of educational facilities occurs on access corridors (roads). The challenge, with this number of facilities, will be the maintenance, upgrading and quality of these facilities. Depending on the topography, and natural features such as rivers (which negate access to facilities) accessibility might also pose challenges to the community.

Approximately 71% of the Endumeni population has not completed secondary education, and 32% has not completed primary education. Only 7% of the population

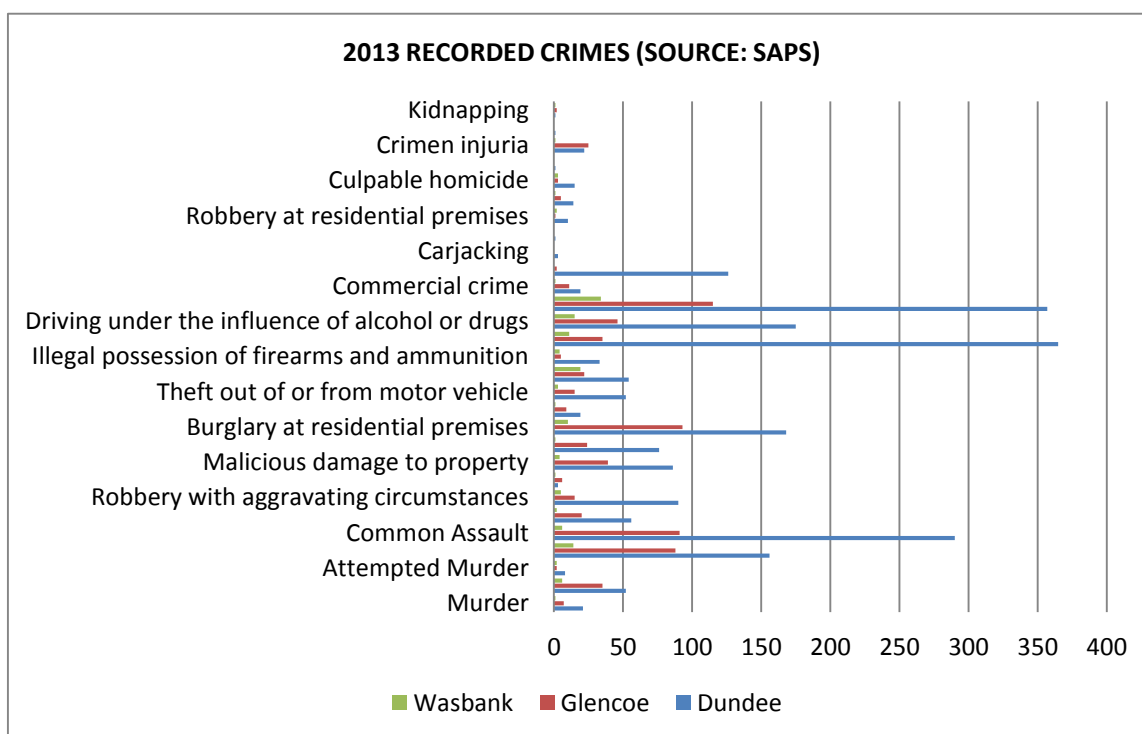


has a tertiary qualification. These levels of education impact on the type of work opportunities one can create within the area. Unskilled & semi-skilled labour can be used for labour intensive projects such as infrastructure implementation, but in order for the communities to benefit from opportunities such as tourism, or other opportunities presented by the unique locality of the area, it might be needed that some training be presented to the communities to empower them to utilise these opportunities.

7.13.3 HEALTH

Optimum walking distances are between 1 to 2.5 km and with a maximum walking distance of 5km. The municipality obviously does not conform to this standard. Facilities are clustered within the urban core of Dundee and Glencoe and facilities are required in the rural and rural satellite nodes, particularly in the north-west of the Municipality. Endumeni is serviced by only one hospital, which is insufficient, notwithstanding the CSIR standards. Should the clinics be geared to handle and stabilize serious medical cases, which they can refer to the hospital, this should not be a problem, on condition that the clinic is accessible via road infrastructure, and that the hospital has the capacity to carry a pre-determined number of people from the Community.

7.13.4 SAFETY AND SECURITY



There are three (3) police stations within Endumeni Municipality. These are located within the urban centres of Dundee, Glencoe and Wasbank. According to the 2013 crime statistics, the highest incidents of criminal activities are taking place in Dundee followed by Glencoe. With reference to the figure above read in conjunction with a table below, Drug-related crime are the highest reported cases which amount to 365 in Dundee. This is followed by theft which has recorded cases of 357 and Common Assault with 290 recorded crimes in Dundee.

CRIME	Dundee	Glencoe	Wasbank
Murder	21	7	1
Total Sexual Crimes	52	35	6
Attempted Murder	8	2	2
Assault with the intent to inflict grievous bodily harm	156	88	14
Common Assault	290	91	6
Common robbery	56	20	2
Robbery with aggravating circumstances	90	15	5
Arson	3	6	1
Malicious damage to property	86	39	4
Burglary at non-residential premises	76	24	1
Burglary at residential premises	168	93	10
Theft of motor vehicle and motorcycle	19	9	1
Theft out of or from motor vehicle	52	15	3
Stock-theft	54	22	19
Illegal possession of firearms and ammunition	33	5	4
Drug-related crime	365	35	11
Driving under the influence of alcohol or drugs	175	46	15
All theft not mentioned elsewhere	357	115	34
Commercial crime	19	11	1
Shoplifting	126	2	0
Carjacking	3	0	0
Truck hijacking	1	0	0
Robbery at residential premises	10	1	2
Robbery at non-residential premises	14	5	1
Culpable homicide	15	3	3
Public violence	1	0	0
Crimen injuria	22	25	1
Neglect and ill-treatment of children	1	0	0
Kidnapping	1	2	1
TOTAL	2274	716	148

7.13.5 NATION BUILDING AND COHESION

There are number of existing sport facilities within Endumeni. These include Soccerfield, which are within Dundee (Oval, Kallis and Mpumelelo). This indicates that the majority of these facilities are located within the main urban centre (Dundee town) and that is urban bias. There are four art and culture events that are co-ordinated by the municipality which are Dundee July, Siyaya Emhlangeni, Heritage Day, Learn and Play. These events are considered as important in terms of arts and culture.

7.13.6 COMMUNITY DEVELOPMENT: VULNERABLE GROUPS

7.13.6.1 YOUTH DEVELOPMENT

The Municipality has the responsibility of co-ordinating the development and promotion of youth development initiatives, establishment of youth desk and youth structures and implementation of procedures, reporting and upliftment of youth programmes.

7.13.6.2 DEVELOPMENT OF PEOPLE WITH DISABILITIES

The number of people living with disabilities is estimated at 2 677 which accounts for 4% of the total population. The municipality has adopted policies and practices to ensure that these residents are not excluded from any development initiatives that are championed by council. These include the unbiased employment and recruitment procedures as well as the supply chain management systems.

There are projects and programmes in place for the disabled people within Endumeni. Year Plan for people living with Disabilities 2015/2016 is as follows

Project/ Activity	Objective	Resources	Time Frame	Budget
Chicken Farm	Ensure independence amongst Disabled		August 2015	R 20 000.00
Training: sign and language	Enhance Communication	Catering	July 2015	R 60 000.00

Braille				
Local Games	Selection of International Sport Day	Transport and Cartering	September 2015	R10 000.00
International Sport Day (Hermenus)	Encourage vast interaction	Catering/ uniform	February 2015	R25 000.00
Purchase of Sport Equipment	Enhance Health and Wellness for the disabled	Disabled gym equipment	July 2015	R35 000.00
Awareness on People living with Disability	To empower people living with disability	Accommodation and transport	December 2015	R40 000.00
Meeting in all wards	To identify all people living with disability for them to be part of the community	Transport	Ongoing	R10 000.00

7.13.6.3 DEVELOPMENT OF THE ELDERLY

There are two programmes that the municipality undertakes on an annual basis for the development of elderly which are Maiden Camp and Golden Games.

7.13.6.4 DEVELOPMENT OF WOMEN

According to the demographical data, Endumeni has more females (33 225 which amounts to 51% of the total population) than males. Endumeni Municipality places a very strong emphasis on the employment of women within both the public and private sector.

7.13.6.5 PEOPLE AFFECTED BY CRIME, HIV/ AIDS AND DRUGS

7.13.7 LOCAL AIDS COUNCIL

7.14 LED PROJECTS

Project Name	Location	Target	Budget
Small Town Rehabilitation Plan	Dundee Town and Ward 5	TBD	5 million- CoGTA
Greening and Landscaping Nursery – only for ward 6	Ward: 1, 3 and 6	167 beneficiaries, general workers. Currently there are no skilled workers appointed but will be included within the 2015/16 financial year.	13 million- Department of Environment Affairs.

The Small Town Rehabilitation Plan, was initiated by the Primer, whom visited the town Dundee,

STRENGTHS	WEAKNESSES
- Facilities for safety and security are fairly spread amongst all three urban areas. - Programmes for Nation Building and Social Cohesion are successfully championed by Endumeni Municipality	- Public Facilities (Education & Health) are mainly clustered within the urban centres - Crime levels are high - Low levels of education

OPPORTUNITIES	THREATS
• The provincial programmes for youth, women and children can be successfully piloted within Endumeni •	• The increase in crime would further discourage investments.

8 MUNICIPAL FINANCE VIABILITY & MANAGEMENT ANALYSIS

8.1 FINANCIAL VIABILITY AND MANAGEMENT

OVERVIEW OF THE 2015/2016 MTEF

Information to be included once the draft budget is available.

8.2 FINANCIAL VIABILITY AND MANAGEMENT

8.2.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

MIG funding has been made available for the execution of capital projects. MIG grants have been completely spent in the past financial years. This indicates that the municipality is in a good position to execute capital projects in accordance with the conditions of the grants.

The municipality does not have an established Project Management Unit with the proper technical skills to undertake the capital projects. Technical Services Department undertakes capital projects together with the appointed project management consultants for both preliminary studies and implementation of the projects.

8.2.2 INDIGENT SUPPORT

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy. Much community awareness initiatives were undertaken in the 2014/2015 financial year to workshop the policy and assist community to register as indigents. Ward councillors with the assistance of management have engaged with the community to encourage them to register as indigents.

The adopted and annually reviewed indigent policy provides support to indigent households, for refuse rates and electricity based on set criteria. The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act. There are currently 1819 registered indigent households in the Endumeni area.

To include table SA21 – Indigents

Revenue

8.2.3 ENHANCEMENT AND PROTECTION STRATEGIES

The challenge facing the Endumeni Municipality is to successfully turn around the current declining cash position and to build a sustainable municipality for the future, Revenue enhancement is a turn-around strategy to address this challenge.

The Municipality has embarked on implementing a range of revenue enhancement strategies to curb the theft of electricity due to theft and tamper of electricity meters. The municipality has appointed service providers to inspect all meters in the municipal area, disconnect tampered meters.

Another strategy implemented by the municipality to enhance revenue was the debt concession agreement. Council has resolved to waive all interest penalties and collection charges if the consumer pays all the arrears and keeps the current debt up to date.

Management has also written off debt where the property valuation is below R50 000, as these consumers are generally in the indigent category and this debt was clearly uncollectable. In this way management have attempted to clear up the debtors book and enhance collection of revenue.

Another strategy management is currently considering is the implementation of the ICT systems. The system if implemented will provide up to date information on the risk profile of the consumers and the updated contact details of the debtor.

Management have noted that there has been an increase in the billing of electricity due to the implementation of these strategies. It is anticipated that the full impact and benefits from the implementation of the above strategies will be seen in the 2015/2016 financial year together with the implementation of stringent debt collection.

For the municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with

poverty and unemployment and other social ills that impact on the collection of revenue.

8.2.4 MUNICIPAL CONSUMER DEBT POSITION

The non-payment for municipal services adversely affects the cash flow situation. There is a significant loss of electricity revenue from theft of electricity and distribution losses. The highest rate of theft is in the Sitembile area 73.25%. 24% of the total electricity purchased in the prior year was lost due to theft. The situation cannot be left to continue. The bottom line is that if every consumer pays for the services he/she consumes Endumeni Municipality; the municipality will improve on service delivery, increase maintenance of existing infrastructure and the provision of additional amenities. Ward councilors and members of ward committees must play a significant role in creating community awareness of the impact of the practices of theft and non-payment of rates and services and contribute to the accessibility to the areas by council's audit teams.

Difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues. The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the Municipality and continued economic development;
- Efficient revenue management, which aims to ensure a 85 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

8.2.5 GRANTS AND SUBSIDIES

The transfers recognised operational is 21% of the budgeted revenue for 2013/14. This indicates that the municipality is not grant dependant. Capital Conditional grants and subsidies are spent in accordance with the grant conditions. MIG grant had been completely spent in the 2011/12 financial year.

Include grant receipts and expenditure from the A1 schedule

8.2.6 MUNICIPAL INFRASTRUCTURE ASSETS AND MAINTENANCE

The municipality has budgeted 3% of its property, plant and equipment for maintenance and repairs. In the determination of the 3 % repairs and maintenance expenditure, labour and overhead costs were excluded. Labour and Transport costs were provided for under the relevant employee costs and transport costs sub votes. Had these costs been included in the determination of repairs and maintenance costs, we may be closer to 8% norm.

8.2.7 CURRENT AND PLANNED BORROWINGS

The municipality has four existing DBSA loans for infrastructure. Borrowings contribute 9% of the total sources of funding for the 2013/14 financial year. The municipality is not heavily reliant on borrowings.

8.2.8 EMPLOYEE RELATED COSTS

Employee related costs are budgeted to increase by 6.1% in 2013/14 financial year. The total budget for salaries is R 78 774 433 which amounts to 33, 52% of the total budget (R 235 012 091.00).

8.2.9 MUNICIPALITIES CREDIT RATING: AUDITOR-GENERAL'S OPINION

2011/2012	2012/13	2013/14
Unqualified with other matters	Unqualified with other matters	Not yet received

8.2.10 SUPPLY CHAIN MANAGEMENT

The SCM unit is functioning effectively, in that SCM policies are in place and procedures are followed. The vacancy of SCM manager still exists.

MUNICIPAL FINANCE VIABILITY & MANAGEMENT ANALYSIS

Strengths	Weaknesses
3 year financial plan	IT internal Controls
3 year investment plan	Non-Centralisation of Supply Chain
Liquidity position of Council (at least 8 months)	Debt collection from government farms
Four (4) existing Loans	Revenue generation
GRAP compliant	Reliance on grants
89% of collection rate	SCM poor on turnaround time
Funding of grant in aid	Reporting submitted after prescribed periods (Sect. 71)

Fully compliant with MFMA/ Supply Chain Regulations	
Over R13 million debt collected on government offices	
Opportunities	Threats
Increase revenue	
Development of incentives Schemes in the next financial year	
Identification of Child Headed Households	

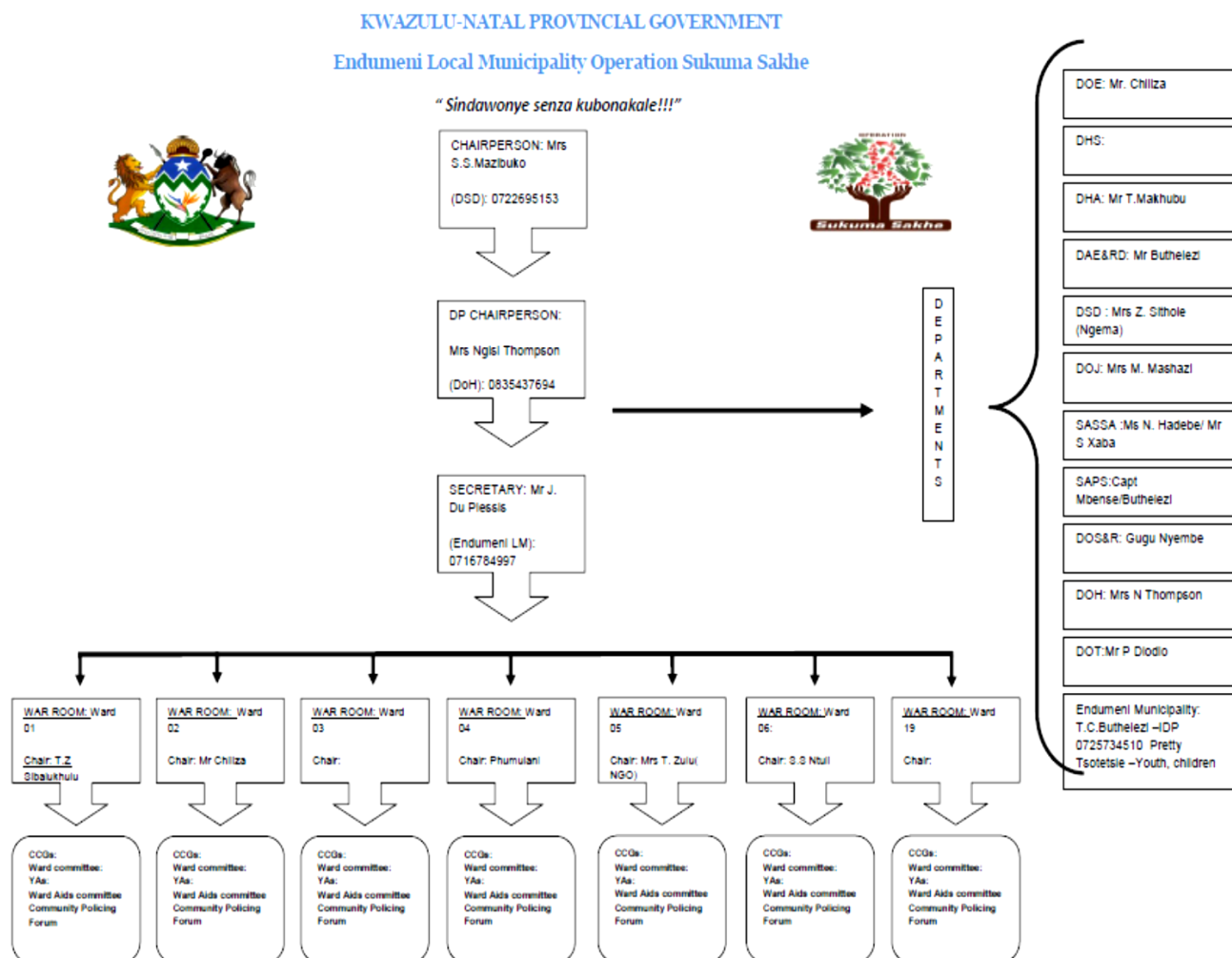
9 GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

9.1.1 NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT

9.1.1.1 FORMATION OF THE ENDUMENI LOCAL TASK TEAM: FLAGSHIP PROGRAMS

During May 2010, the Endumeni Local Task Team was formed with Mrs S S Mazibuko of The Department of Social Development - Dundee and Mr J A du Plessis of the Endumeni Local Municipality as the Secretariat of the Task team. At present there are 35 registered members consisting of Departmental Officials and other organisations. These members are basically also the members of the Endumeni Aids Council, the difference being that the Local Aids Council is chaired by the Mayor of Endumeni with relevant Councillors forming the Executive membership thereof.

The programs from the Office of the Premier administered by the Local Task Team were known as “Flagship Programs” but have recently been changed to “Operation Sukuma Sakhe”, meaning Rise up & Build. Although these programs are aimed at Poverty Alleviation they cannot be separated from HIV/AIDS infections as it is a well known fact that poverty leads to malnutrition which compromises the human immune systems. The Local Task Team meets every first Thursday of the new month and the below figure shows its structure.



9.1.2 IDP ALIGNMENT TO OPERATION SUKUMA SAKHE (OSS)

Operation Sukuma Sakhe is an integration of all sector departments, NGO, NPOs, People living with disability, private sector. This is where discussions are made for all social ills and challenges that affect communities, these issues are logged to relevant stakeholders and then interventions are implemented. The operational plan is aligned from the Primers Office down to the Local Municipality.

The Endumeni Local Municipality's together with the Endumeni Local Task Team under the banner of OSS decided to align their operations after the District OSS. The below generated formula is yet to be presented to the District OSS Forum for adoption as it was also supported by the Local Task Teams of Nquthu and Msinga.

The following was agreed upon:

Backlogs

Backlogs are a shared burden of the municipality and sector departments, regardless of the profiling done at ward war room level. Therefore we should classify our eradicating programmes/projects according to immediate/ short term/ medium term and long term.

Therefore long & medium term programmes/projects should be those featured in the IDP and short term to immediate should be seen as “operational”. Therefore to be reported on the IDP as past financial year activities of the OSS since they can be predicted or planned for.

Service Delivery

A Local Strategic Action Plan is therefore needed in order to action and monitor the work done under the banner of OSS. This will help in clearing the confusion in the Powers & Functions of the Municipality vs Sector Departments, and that of the two conflicting financial year structure.

Both Municipality and Departments are to generate projects by the end of November. Therefore OSS profiling and IDP “Ward to Ward” public engagements must be done in order to inform departmental projects/budgets before end of October.

This will help the Local Strategic Action Plan to have financial commitments from the municipality and sector departments.

Endumeni LTT Operation Plan 2015

9.2 INTERGOVERNMENTAL RELATIONS (IGR) (REPORT ON FUNCTIONALITY)

Endumeni Local Municipality does not have IGR personnel in place but however rely on the Communications Manager who took the work upon himself while he was Acting Municipal Manager. The Manager was part of the committee that saw the establishment of the following committees at District level:

- Mayors forum
- Municipal Managers Forum

- CFO's Forum
- Speakers Forum
- Sukuma Sakhe War Rooms

The above forums have been able to sort out intergovernmental issues at record time due to their functionality. One can then make an example out of the due payment contributions to the District for the functioning of the District's Development Planning Shared Services utilised by all LMs.

9.3 MUNICIPAL STRUCTURES

The Endumeni Municipality appoints representatives to its political structures and external bodies after completion of each municipal election and representations to such Committees and external bodies are listed as follows:

Labour Forum: The Mayor, Cllr T M Mahaye Cllr Ms D p Ncala
 Cllr Ms W N Mbatha Cllr J A Mfeka

Staff Disciplinary: Officials of Council

Staff Disciplinary Appeals: Officials of Council

Tender: Officials of Council

Local Economic Development Forum:

Cllr A M Raubenheimer Cllr Ms L P Mbele Cllr S R Mbatha

Employment Equity/Skills Development Forum:

Cllr Ms T I Makaba Cllr S R Mbatha
 Cllr E M Adam Cllr T B Mkhize

Cllr Ms T I Makaba

Endumeni Local Municipality Bursary Committee:

Cllr M H Zwane

Cllr T B Mkhize

Cllr A M Raubenheimer

Cllr S R Mbatha

BODIES/INSTITUTIONS

KwaZulu-Natal Joint Municipal: Representatives: Cllr Ms D P Ncala

Cllr E M Adam

Alternate: Cllr Ms L P Mbele

Cllr S R Mbatha

SALA Pension Funds: Representative: Cllr T B Mkhize

Alternate: Cllr S W Dhlamini

Pension Fund (Councillors): Representative: Cllr T B Mkhize

Alternate: Cllr J A Mfeka

Kwanaloga: Representatives: The Mayor, Cllr T M Mahaye
The Municipal Manager

Alternate: Cllr T B Mkhize (Deputy Mayor)

Dundee & District Agricultural Society: Cllr Ms T I Makaba

Cllr Ms D P Ncala

Talana Museum/Endumeni Tourism Battlefields Route Committee:

Cllr S B Mdluli

Cllr S R Mbatha

Cllr Ms L P Mbele

Key Health Medical Scheme National Council for the Aged:

Representative: Cllr E M Adam

Alternate: Cllr S B Mdluli

Kwanaloga Labour Relations: Representative: Cllr S B Mdluli

Alternate: Cllr J A Mfeka

Community Police Forum: Cllr S W Dhlamini Wasbank

Cllr Ms L P Mbele Glencoe

Cllr Ms T I Makaba Dundee

Environmental Education Centre: Cllr S W Dhlamini Cllr Ms T I Makaba

Fire & Emergency Services Co-Ordinating Committee/Rural Metro

Cllr Ms D P Ncala Senior Manager: Safety & Security

Endumeni Disaster Management Portfolio Sub-Committee

The Mayor, Cllr T M Mahaye Cllr Ms W N Mbatha

Cllr H S B Ngobese Municipal Manager

Executive Manager Corporate Services Chief Financial Officer

Senior Manager: Safety & Security

Manager: Disaster Management

Executive Manager Technical Services/IDP Manager

PORTFOLIO COMMITTEES

Municipal Manager

Cllr A M Raubenheimer

Cllr Ms D P Ncala Cllr S R Mbatha

Corporate Services

Cllr T B Mkhize

Cllr J A Mfeka

Cllr W N Mbatha

Finance

The Mayor, Cllr T M Mahaye

Cllr W N Mbatha

Cllr A M Raubenheimer

Technical Services

The Mayor, Cllr T M Mahaye

Cllr E M Adam

Cllr S R Mbatha

IDP ORIENTATED STRUCTURES

Ward committees

Speaker, Cllr SB Mdluli

IDP Rep forums

The Mayor, Cllr T M Mahaye

IDP Steering Committee

The Municipal Manager

District IDP/LED Technical Forum

District IDP Manager and LED Manager

9.4 ENDUMENI INTERNAL POLICIES

The following table indicates the stats of the Endumeni Municipality's Internal Plans and Policies:

Institutional Policies and Plans

POLICY/PLAN	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Human Resource Placement Policy	Adopted	A review needs to be in place.	Executive Manager: Corporate Services	September 2015
Recruitment and Selection Policy	Adopted	It has been reviewed, was approved by council 29/04/2015.	Municipal Manager and All Heads of Departments	Ongoing
Employment Equity Plan	5-Year Plan adopted, in 2014.	The plan is in process of implementation.	Manager: Human Resource	November 2014-October 2019
Workplace Skills Plan	Submitted on 30 April 2015	Implementation in progress	Manager: Human Resource	June 2015
Skills Retention, Training and Career Pathing Policy	Adopted	A review needs to be in place.	Senior Manager: Corporate Services and Manager: Human Resources	September 2015
Performance Management System	Section 57 Employment contracts	Performance Management to be extended to other levels of staff	All Heads of Departments	June 2015

POLICY/PLAN	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
	include performance management plans			
Job Classification and Grading	Adopted	From a requisition from SALGA, all job classification will be evaluation the sitting of the committee will commence 25-26 June 2015.	All Heads of Departments and Manager: Human Resource	June 2015
Remuneration Benefits	Negotiated at SALGBC	Negotiations are still in progress there is no agreement signed between SALGA and the Unions.	Municipal Manager and All Heads of Departments	N/A
Conditions of Service	Negotiated by SALGBC	The conditions of service collective agreement expired 31 December 2014; however it was extended to the 30 June 2015. The negotiations have not yet commenced and the agreement may to be extended to the 31 December 2015 to allow parties to negotiate a new agreement.	N/A	N/A

POLICY/PLAN	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Promotion, Demotion and Transfer Policy	Approved	A review needs to be in place.	All Heads of Departments and Manager: Human Resources	September 2015
HIV/Aids Education and Prevention Programme	Adopted	Will be implemented in the next financial year, 1 July 2015.	Social Development Unit.	July 2015
HIV/AIDS Policy	Adopted	Needs review	Social Development Unit.	August 2015
Succession Plan	Adopted	Succession Plan Review was consulted with LLF in May 2015 will be taken to council for adoption in June 2015	Senior Manager: Corporate Services and Manager: Human Resources	June 2015
Sexual Harassment Policy	Adopted	Needs to be review	Municipal Manager	October 2015
Disaster Management Plan	Adopted	Implemented, 2015/16	Disaster Manger	July 2015
Risk profile	Adopted	Implemented, 2015/16	Disaster Manager	July 2015
Sector Plan	Adopted	Implemented, 2015/16	Disaster Manager	July 2015

POLICY/PLAN	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Phone and Cell Phone Policy	Adopted	Implemented and monitored on a monthly basis	Finance	Ongoing
Smoking Policy	Adopted	Needs to review	Manager: Human Resources	October 2015
Election of Speaker, Mayor and Exco Committee Members	Completed	Done after Local Government Elections and whenever office bearers are voted out of office	Municipal Manager	
Election of Ward Committee Members	Completed	The six ward committees have been established and meet on a regular basis	Municipal Manager and Communications Manager	
Portfolio Committees	Completed	4 Portfolio Committees established for: Municipal Manager Executive Manager: Corporate Services Executive Manager: Technical Services	Municipal Manager	June 2011

POLICY/PLAN	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
		• Chief Financial Officer		
Audit Committee	Completed	Term of office of current Audit Committee to expire. To advertise and appoint new committee	Municipal Manager	July 2012
Integrated Development Plan	2nd Generation completed	Currently compiling the 3 rd generation IDP.	Executive Manager: Technical Services	June 2015
Spatial Development Framework	Adopted	The SDF has been last reviewed in 2012; the municipality is at a process of reviewing the SDF in-house.	IDP	June 2015
Land Use Management Scheme	Incomplete	The LUMS was not aligned with the physical study.	IDP	N/A
SPLUMA Planning By-Law	Draft	Need to go to Council to be advertised for public comment.	IDP	July 2015
LED Strategy	Adopted	Last review was done June	Manager: LED	N/A

POLICY/PLAN	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
		2012, need to be reviewed again.		
Communication Plan	Adopted	Outdated plan needs to be reviewed.	Municipal Manager and Executive Corporate Services.	N/A
By-Laws and Regulations	In progress	Need to fast track and expedite the promulgation of outstanding By-Laws	Senior Manager: Legal & Estates	June 2014
Standing Rules of Order and Procedure (Zama)	Adopted 2009	A review is need.	Municipal Manager	
System Delegation and	Adopted	In a review process, will be adopted in June 2015	Municipal Manager	June 2015
IT Policy	Adopted	In process to Develop a new IT Policy. Council will adopt on 30 June 2015, will be implemented 01 July 2015.	Executive Manager: Corporate Services and Chief Financial Officer	June 2015

POLICY/PLAN	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Declaration of Interest by Councillors & Officials	Completed	To be renewed annually	Auxiliary services and Manager Human Resource.	Annual renewal
Tariff Policy	Adopted	Reviewed and await for adoption by council, 12 June 2015.	Chief Financial Officer	June 2015
Supply Chain management	Adopted	Has been recently reviewed and adopted by council 27 May 2015, and is being implemented	Chief Financial Officer	Ongoing
Fleet Management/ Council Vehicle Policy	Adopted	Need a review.	Senior Manager Corporate Services	October 2015
Indigent Policy	Adopted	Reviewed and adopted implementation date is 1 July 2015	Chief Financial Officer	July 2015
Subsistence and Travelling Policy	Adopted	Review in place, needs to be taken to Council for adoption 30 June 2015.	Chief Financial Officer	June 2015

POLICY/PLAN	STATUS	IMPLEMENTATION/ PROBLEMS OR CHALLENGES	RESPONSIBLE PERSON	TARGET DATE
Vehicle Use by Councillors.	Adopted	Need a review.	Senior Manager Corporate Services	October 2015
Cash Management and Investment Policy	Adopted	Reviewed, findings were no amendment needed to make to the policy.	Chief Financial Officer	July 2015

GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

Strengths	Weakness
Public Participation	Inadequate communication
By-laws in place	Policies not always followed
Policies in place	ICT not fully operational
Structures	Internal Audit Section
	No official Communication Plan
Opportunities	Threats
IGR	Non-compliance leading to lawsuits
Public Private Partnerships	Failure to tap into existing expertise
	ICT hacking viruses
	Abuse of municipal equipment and property

SECTOR DEPARTMENT AND PRIVATE FUNDED PROJECTS

LED BASED PROJECTS			
Name of Project	Ward	Budget	Funder
Craigside : Chicken Farming	6		
Wholesaler for Co-ops	6		
Supermarket Co-ops	6		
Craigside : Garden	6		
Forestdale: Nursery for plants	6		
Forestdale: Orchard (Citrus)	6		
Forestdale: Chicken Farming	6		
Forestdale: Community Garden	6		
Forestdale: Building wholesales for Co-ops	6		
Super market for Co-ops	6		
Farmers needs need assistance in ploughing	6		

GREEING PROJECTS			
Name of Project	Ward	Budget	Funder
Craigside : Park	6		
Forestdale: Sports fields	6		
Peacevale: Parks need to be revamped	6		
Cut down invading bushes, Craigside and Forestdale	6		
GREENING AND INFRASTRUCTURE PROJECTS			
Name of Project	Ward	Budget	Funder
Mvenya (Eekuthuleni Netball), Masakhane, and Craigside	6		
Soccer fields needed at Frankomo, Vumbukani, Siyaphumula	6		
INFRASTRUCTURE AND BASIC SERVICE DELIVERY PROJECTS			
Name of Project	Ward	Budget	Funder
Craigside : Pedestrian bridge	6		
D504- Craigside Road speed humps to be installed	6		

and Tarred			
Craigside: Bus shelter	6		
Forestdale: Streets to be re-tarred	6		
Forestdale: 3 Crèches	6		
Forestdale: Middle Income Housing	6		
Forestdale: Library and recreational and computer center	6		
Forestdale: Hall	6		
Forestdale: Primary School	6		
Forestdale: Primary School	6		
Forestdale: Combi Court	6		
Peacevale: streets to be tarred	6		
Peacevale: Chocoal Street to be painted	6		

Peacevale: fencing using precast needs to be done in the gym	6		
Peacevale: Bus shelter	6		
Housing in farm areas- target 1000 units	6		
Toilets at farm areas	6		
Bridges to be built at farm areas	6		
Dirt roads need to be done and extended	6		
Farm Electricity	6		
SOCIAL DEVELOPMENT- VULNERABLE GROUP			
Name of Project	Ward	Budget	Funder
Forestdale: Development projects for unemployed women	6		

Dorothy Nyembe (WASA) House of Safety, for abused women and children/ orphans/ abandoned children.	6		
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10 LONG TERM VISION

10.1 MOTTO

“TOGETHER IN PROSPERITY”

10.2 VISION

“ENDUMENI, BEING AT THE HEART OF THE KWAZULU-NATAL BATTLEFIELDS, STRIVES TO BE A DYNAMIC MUNICIPALITY PARTICIPATING WITH ITS ENTIRE PEOPLE FOR THE PROMOTION OF SUSTAINABLE AND HARMONIOUS DEVELOPMENT WITHIN ITS URBAN AND RURAL COMMUNITIES.”

Endumeni:

- **Strives:** strives to be the best in strategic development
- **Dynamic:** It's a community with rich history that has led to a dynamic community
- **Participating:** ensure public participation through a long tradition of reconciliation between our dynamic community
- **Sustainable:** Endumeni has ensure sustainable economies in various sectors contributing to a positive gross domestic product
- **Harmonious:** providing services in the best interest of all communities

10.3 MISSION STATEMENT

“To provide an effective and transparent system of good governance aimed at addressing the challenges of our municipality in a manner benefiting our core values.”

- **Effective:** to ensure effective services delivery in the shortest turn around time
- **Transparent:** to publicly account and participate the communities in all programs
- **Good governance:**

10.4 CORE VALUES

- **Transparency**
- **Humanism/ Ubuntu**
- **Enthusiasm;**
- **Responsiveness;**
- **Excellence;**

10.5 CHALLENGES

These challenges extracted from Community Based Planning sessions that were carried out in 2013 through ward participation meetings and then agreed upon at the Strategic Planning Session:

- **Clinics**
- **Roads**
- **Agriculture**
- **Skills**
- **Poverty**
- **Housing**
- **Electricity**
- **Job creation**
- **Crime**

- **Water & Sanitation**
- **Community Facilities**

10.6 PRIORITIES

These priorities were extracted from ward meetings and agreed upon at the Strategic Planning Session:

- **EDUCATION**

Endumeni and the district as a whole have one of the highest levels of illiterate members of the community in the province. The focus is to establish strong literacy levels from early childhood education to tertiary. With Dundee already being the administrative hub of the district, focus is now channeled to establish Dundee as the hub for Skills Development through Amajuba FET.

- **EMPLOYMENT**

Endumeni and the district as a whole have one of the highest levels of unemployment in the province. It's now the Local Municipality's objectives to ensure that all strategies and programs are implemented as prescribed by the PGDS and other policies on creating jobs.

- **HUMAN SETTLEMENT**

Endumeni is to ensure that it creates human settlements that are densified and conducive to sustainable outcomes:

- Water and Sanitation

The shortage of water and sanitation needs to be effectively managed, pursuant to the provision of section 84 of Municipal Structures Act 117, of 1998. This is especially with all related projects having been blocked for the past 5 years.

- Housing

The provision of houses has been blocked because the Water and sanitation impasse labelled above for the past 5 years.

- Community Facilities

Existing municipal facilities have been out grown by the population growth and they have not been extended because of shortage of

land in the locality. And new ones have not been built because of the memorandum by the water service provider for the past 5 years on new buildings.

- **LED**

Endumeni is to create conducive environments that enhance on local amenities for economic spin offs to take place in order to have a sustainable gross product.

- Tourism

To unlock business opportunities to the previously disadvantaged of the rich historical battlefields and other tourism spheres.

- Agriculture/Mining

Endumeni to ensure it avails its agricultural land to emerging farmers together with the necessary programs to ensure sustainable and productive use of land.

Endumeni to conduct an audit of mineral resources together with the department of mineral and energy affairs in order to promote mineral beneficiary.

- SMME's/Business

Endumeni is to ensure growth and development of small business through taking advantage of existing opportunities in economic active sectors.

- **TRANSPORTATION**

The rehabilitation of Provincial Roads within the Dundee CBD by means of initiative undertaken by KZN Department of Transport and Endumeni Municipality in order to rehabilitate requisite transportation infrastructure, contribute to the amenity of the town in order to further amplify the gross domestic product of the Endumeni area.

10.7 DEVELOPMENT STRATEGIES

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT						
Goal : Build a responsive accountable and accessible public institution						
IDP REF	Strategic Objective Strategies/Input	Measurable Objectives/Output	KPI Unit of Measure	Annual Target	Responsible department	Budget
MT 1	Implement the Organizational Structure	Revised Organizational Structure	Amended organizational structure Reviewed and adopted	30 June 2016	Corporate Services	TBA
MT2		Filling of all strategic posts	No of posts filled	TBA	Corporate Services	TBA
MT3	To ensure an effective and efficient HR	Revised HR Strategy	Review and adopt HR strategy	30 June 2016	Corporate Services	TBA

	systems that addresses Human Resources within the municipality					
MT4	To ensure a capable and skilled staff compliment	Implementation of the Workplace Skills Plan	100 % of WSP	30 June 2016	Corporate Services	1% of total Budget Amt
MT5	To ensure effective and efficient Performance Management System within the municipality	Timely submission of reports to council	No of quarterly reports	4 reports	IDP/PMS	R0
MT6	Compile and adopt the Annual report	Compiled and adopted Annual Report	Compile and adopt the Annual Report by March 2016	March 2016	IDP/PMS	
MT7	To ensure an effective and efficient IT System within the	Revised IT Policy	Review and amend and implement IT policy	30 December 2015	Corporate Services	R

	municipality					
MT8	Ensure that the municipality has an effective legal service	Compliance with legal prescripts	No of resolved cases	TBA	Legal Services	R
MT9	To ensure effective and efficient internal and external communication	Develop and adopt Communication Strategy	Adopted Communication Strategy	April 2016	Office of the MM	TBA
KPA 2: BASIC SERVICES						
Goal : Accelerate access to Basic Services						
IDP REF	Strategic Objective Strategies/Input	Measurable Objectives/Output	KPI Unit of Measure	Annual Target	Responsible department	Budget

					t	
BS1	To ensure that the District provide water and sanitation	Provision of water and sanitation to the Endumeni residents	Attending Infrastructure meetings	4 meetings	Technical	R0
	To provide electricity	To provide electricity to the community	No of existing consumer	TBA	Technical	
			No of new consumers	TBA	Technical	
	To ensure that DOE provides alternative energy to indigent consumers	Compliance with the DOE Service Level Agreement	No of meetings held	TBA	Technical	R0
	To ensure that the DHS provides housing	Provision of housing to the Endumeni residents	No of project implemented	TBA	Technical	
	To provide new roads and maintain	Tarred Roads Constructed and	No of km of tarred roads constructed	TBA	Technical	

	existing roads	maintained	No of km of tarred roads maintained	TBA	Technical	
		Gravel Roads Constructed and maintained	No of km of gravel roads constructed	TBA	Technical	
			No of km of gravel roads maintained	TBA	Technical	
	To maintain Community facilities	Sports facilities	No of facilities maintained	TBA	Technical	
		Municipal Facilities	No of facilities maintained	TBA	Technical	Note add halls, buildings cemetery, airport, sub stations, land fill site
		Refuse removal				

KPA 3: LOCAL ECONOMIC DEVELOPMENT						
Goal : Promote economical development within Endumeni						
IDP REF	Strategic Objective Strategies/Input	Measurable Objectives/Output	KPI Unit of Measure	Annual Target	Responsible department	Budget
LED1	Promote Local Economic Development	LED policy reviewed/drafted	Date of implementation	1 October 2015	LED	
LED2	Promote economic growth	Creation of job opportunities	No of EPWP jobs created	TBA	LED	
LED3			No of CWP jobs created	TBA	LED	

LED4			No of LED jobs created	TBA	LED	
LED5	Promotion of tourism	Tourism policy reviewed / drafted	Date of implementation	30 December 2015	LED	
KPA 4: GOOD GOVERNANCE						
Goal : Promote Good Governance and community participation						
IDP REF	Strategic Objective Strategies/Input	Measurable Objectives/Output	KPI Unit of Measure	Annual Target	Responsible department	Budget
GG1	Implementation of Batho Pele	Conduct Community surveys	No of surveys conducted	4	Communication	R0
	To ensure the effective Oversight of	Effective Audit	No of Audit /Performance			

	Performance Audit Committee and Audit	Committee	Audit meetings held			
		Effective Internal Audit Function	No of audit reports			
		Oversight meetings held Office of the Municipal Manager	No of meetings held			MPAC/AR oversights
	To monitor and address all Fraud Complaints	Addressing Fraud complaints	Percentage of complaints addressed	100% of issues addresses	TBA	
	Social upliftments programmes	Programmes to vulnerable groups	No of programmes held	TBA	Communications	Youth, Old age, Disabl e, Health Issues , arts and culture

	Ensure a functional ward committee structure	Functional ward committees	No of functional wards meetings held	72 meetings	Communications	
	To ensure the provision of a safe and secure environment for all Endumeni residents	Maintain law and order	Comply with the traffic regulations	100% compliance	Traffic Dept	
	IGR issues					
KPA 5: Financial Viability						
Goal : Promote Sound Financial Management						
IDP REF	Strategic Objective Strategies/Input	Measurable Objectives/Output	KPI Unit of Measure	Annual Target	Responsible department	Budget

FIN1						
	Indigent Register	Updated indigent register	Date updated	30 June 2016		
KPA 5: Cross Cutting						
Goal :						
IDP REF	Strategic Objective Strategies/Input	Measurable Objectives/Output	KPI Unit of Measure	Annual Target	Responsible department	Budget
CC1	Estates and Bylaws					
	SPLUMA	Implementation	Percentage	100%		

	IDP	Adopted and implemented process plan	Date of adoption			Imbizo etc
	DISASTER	Effective centre	Date of centre opening			
	Environmental – health inspection licenses , rivers	Inspection????				
		Environment issues				
	SDF	Reviewed amended	Date and implemented			

10.8 ENDUMENI LOCAL TURN AROUND STRATEGY

The actions for turnaround strategy at Endumeni are there a few vacant posts, Section 56 of the MSA that were advertised, namely LED Manager Technical Services Manager, Information Technology Manager.

1. FINANCIAL PLAN 2015/2016 – 2018/2019

This is the executive summary of the Endumeni Local Municipal Financial Plan 2015/2016. This detailed Budget is under **Annexure - A**

11.1 BACKGROUND AND PROCESS

The budget process started with approval of the Budget Process Plan by Council on 29 August 2013. Inputs and requests were received from the various departments and consolidated by the Budget and Treasury Department.

For the past few years budgets were compiled in the context of the global difficult economic conditions. Although there are signs that growth will begin to accelerate over the medium term, the difficult conditions normally impact more severely on smaller municipalities where economic conditions take more time to recover. We therefore need to maintain firm control over expenditure. Development is a long-term project that must be financially sustainably.

Operating Budget

With the compilation of the draft budget there are numerous requests for expenditure that could not be included in the draft budget. The reasons for this can be attributed to the following:

Gain on disposal of assets:

In the budget for the current financial year the amount of R 8 150 000 was included as gain on the disposal of assets, being the sale of property:

Plots in Craigieburn for	R 5 000 000 and
Sale of municipal houses for	<u>R 3 150 000</u>
Total	R 8 150 000.

This revenue could not materialise due to the provision of infrastructure for Craigieburn costing much more than was anticipated and provided for in the budget. The sale of municipal houses was put on hold and could not be finalised due to the fact that regular council meetings were not held.

The revenue budgeted is non-recurring, which leaves us with a lower base-line of revenue from which we depart for the coming financial year. This was also discussed in the adjustment budget.

Theft of electricity

Apart from the loss of revenue caused by the theft of electricity (meter-tampering), we now have to budget for the cost to engage a company in the auditing of meters in Endumeni. The loss of revenue due to electricity theft is dealt with in more detail under the heading challenges.

Provision for the cost of engagement of a meter-auditing service provider as provided for in the operating budget for 2015/2016 amounts to R 1 275 000.

Other matters

A further amount of R 672 000 was provided for the cost of an acting Municipal Manager for a period of six months, which amount may have to be reviewed when compiling an adjustments budget for 2015/2016.

Due to finality not reached on the sale of municipal houses and the pending matter referred to the Housing Tribunal by the occupants of the houses, an equal amount to the revenue from rent had to be provided for maintenance as a first phase to renovate the houses, the condition of which has deteriorated during the past few years pending the sale of these properties.

Provision was made for revenue from the gain on disposal of assets (the sale of Craigeiburn properties) at an estimated 50% of the value of these properties.

Capital budget

The needs identified for capital projects were reviewed more than once. The capital budget amounts to R 36 162 826, which amount includes R 1 500 000 for the installation of water infrastructure for the Craigeiburn-area intended to be sold and counterfunding on MIG projects in the amount of R 5 106 791.

Detail of projects forms part of the annexures in the budget document.

11.2 CHALLENGES

The main challenges for Endumeni can be summarised as follows:

11.2.1 VACANT SECTION 57 POSITIONS

Since the Section 57 positions became vacant during June 2013, the responsibility of management rested on acting managers. These managers have put much effort in managing the departments to the best of their abilities, however senior management was not operating at full capacity. This was due to non-functioning of Council, which delayed decisions, as well as various vacant senior level positions which could not be filled. This resulted in extreme pressure on the acting managers.

11.2.2 METER TAMPERING (THEFT OF ELECTRICITY)

The loss of revenue from electricity services due to theft by means of tampering with electricity meters for the first eight months of the current financial year is calculated as follows:

kWh purchased	64 001 919
kWh sold	<u>44 962 044</u>
Loss	19 039 875
Calculated distribution loss-kWh	<u>5 120 154</u>
Calculated loss due to theft-kWh	13 919 721

Value of loss due to theft	R 14 289 417
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% Loss due to theft Dundee	10.28%
Sibongile	47.95%
Glencoe	8.06%
Sithembile	78.98%

Due to the challenges Endumeni Municipality experienced during the past months, the proposed plan of action submitted by senior management could not be implemented.

Bids were invited to once again outsource the meter auditing and some incentives to resolve this matter will now be considered at the council meeting scheduled to be held on Thursday 3 April 2014.

The situation can not be allowed to continue. The bottom line is that if the same trend as for 2013/2014 continues, the revenue loss due to the meter tampering / theft of electricity as at end February 2014 (estimated at R 14 289 417) will escalate to R 23 291 750 by the end of this financial year.

If the situation is allowed to continue, this amount will escalate to R 25 155 090 in the 2015/2016 year due to the proposed tariff increase of 8% only.

Had this situation been stopped, the challenges to compile the budget for 2015/2016 would have been much less. The impact of theft of electricity becomes more clear when the summary of the budget is discussed.

The reality is that theft of electricity will eventually cause a major cash flow crisis if not stopped urgently.

Ward councillors and members of ward committees, with the help of the Communication Section, must play a significant role in creating community awareness of the impact of these practices.

The political will to have the situation rectified will be vital in solving the problem.

11.2.3 NON-PAYMENT FOR RATES AND SERVICES

The rate of non-payment for rates and services leads to the need for a high provision for bad debt. The contribution to the bad debt reserve for 2015/2016 is calculated at R 6 707 026. This contribution again has to be financed.

11.3 TARIFF PRINCIPLES

In funding the operational budget, the following criteria provide a good indication of the various levels to which the tariffs for individual services should be adjusted:

-Trade services

Services such as electricity are classified as trade services, where tariffs should be determined in a way that will ensure that the service is delivered at a surplus.

-Economic Services

A service such as refuse removal is classified as an economic service. Tariffs should be set at a level to ensure that expenditure is recovered and that there is at least a break even.

- Subsidised services

These are services not classified as Trade or Economic Services and funded from sundry revenue and revenue obtained from property rates.

11.4 TARIFF INCREASES

Having consideration of the difficult economic realities of consumers and also the necessity to ensure sustainability, it would be necessary to increase certain tariffs to fund the expenditure provided for in the budget.

Rates:

The rates randage is proposed to be increased by 8%.

Refuse removal:

In considering the tariffs for this service, a general increase of **8%** in related tariffs is required to render a sustainable service.

Electricity:

In order to ensure a financial sustainable service, this municipality will apply for a general increase of **8%** on electricity tariffs

MISCELLANEOUS TARIFFS:

Miscellaneous tariffs have not been adjusted.

11.5 BUDGET SUMMARY:**Operational Expenditure:**

Salaries and allowances	81 850 175	32%
Councillor allowances	3 406 571	1%
Purchase of electricity	73 762 997	29%
Audit fees	1 930 000	1%
Transport cost	5 608 220	2%
Security	5 190 566	2%
Indigent support	4 256 194	2%
Conditional grant spending	11 786 000	5%
Depreciation	9 981 195	4%
Other expenditure	42 368 149	16.7%
Repairs and Maintenance	4 184 975	1.65%
Interest	1 028 262	0.41%

Provisions:

Post retirement expenses	1 500 000	0.59%
Bad debt reserve	<u>6 707 026</u>	<u>2.65%</u>
R	253 560 330	100.00%

Operational revenue:

Operational revenue, inclusive of proposed tariff increases and grants (inclusive of MIG), amounts to **R 263 239 061**

Capital expenditure amounts to R36 162 826

Breakdown of CAPITAL funded projects:

MIG	R14 383 000
D o H	R 4 151 385
Dept of Energy	R 8 000 000
Internally funded projects	R 9 628 441
TOTAL CAPITAL	<u>R36 162 826</u>

12. ENDUMENI PROJECTS

ENDUMENI ELECTRICAL PROJECTS

NO	WARD	PROJECT NAME	2015/2016	2015/2016	2016/2017	FUNDING AGENT
1	3	Sithembile Phase 2	R5 434 000.00			D.O.E
2	4	Buffer Strip Greenfield		R2 400 000.00		D.O.E
3	4	Buffer Strip / Colley Street		R3 000 000.00		D.O.E
4	4	Buffer Strip /Old Mud shacks			R3 300 000.00	D.O.E
5	6	Forestdale Greenfield		R2 604 000.00		D.O.E
6	6	Dlamini Village		R528 000.00		D.O.E
7	6	Craigside Settlement		R4 536 000.00		D.O.E
8	6/3	Solar Panels (KES Services)		+/- 1000 panels		D.O.E – NON GRID

ESKOM AREA OF SUPPLY (SCHEDULE 6 PROJECTS)						
NO	WARD	PROJECT NAME	2015/2016	2015/2016	2017/2018	FUNDING AGENT
1	3	Stratford Farm	R2 548 000.00			D.O.E
2	6	De Jagers Drift / Vegkop		R6 000 000.00		D.O.E
3	1	Kameelkop		R1 500 000.00		D.O.E
4	3	Senzokuhle		R525 000.00		D.O.E
5	3	Nyanyeni			R3 000 000.00	D.O.E
6	6	Tayside			R1 500 000.00	D.O.E
7	6	Northern Veld			R3 000 000.00	D.O.E
8	3	Craydon Farm			R4 500 000.00	D.O.E
9	6	Iphi Londi			R4 500 000.00	D.O.E

GREENING AND LANDSCAPING OF MUNICIPAL OWNED VACANT LAND FOR RECREATION PURPOSES

Isibanisolwazi Training and Project Services has been contracted by the Department of Environmental Affairs to assist with the greening and landscaping of vacant land for recreational purposes for the benefit of the communities.

The portion of Municipal owned vacant land have been identified , one in Sithembile for a park (Erf 643 sithembile – Proposed Park for Recreational Purposes No.16 Entabeni Street) and one in Forestdale for a proposed nursery (Rem of Erf 4313 Dundee, No.14 Watt Road).

These projects funded the Department of Environmental Affairs are valued at R13 000 000.00. 35% of the project value is to be used on salaries to create employment for the local communities.

HOUSING PROJECTS

The funded projects involve two projects (refer to the table below) with a budget of R108 753 554 in 2013/14

CURRENT 2014/15

					13FYI14	
WARD	PROJECT NO	PROJECT NAME	UNITS	PROJECT VALUE	UNITS	PROJECT VALUE
2	EHSP001	Sibongile Buffer Strip	725	R64 787 450.00	725	R64787 450.00
3	EHSP002	Sithembile Glencoe Ext 2	492	R43 966 104.00	492	R43 966 104.00

Total	1217	R108 753 554.00	1217	
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PRIORITY HOUSING PROJECTS (IN-PROGRESS)

Within Endumeni Municipality there are nine unfunded projects (refer to the table below) which are awaiting the Department of Human Settlements green light to proceed.

RURAL HOUSING PROJECTS - 2015/2016

					13FYI14	
WARD	PROJECT NO	PROJECT NAME	UNITS	PROJECT VALUE	UNITS	PROJECT VALUE
1	EHSP005	Ruigtefontein	600	R53 617 200.00	600	R53 617 200.00
1	EHSP006	Kwa Thelapi	150	R13 404 300.00	150	R13 404 300.00
6	EHSP007	De Jagers Drift	500	R44 681 000.00	500	R44 681 000.00
3	EHSP008	Stratford Farm	500	R44 681 000.00	500	R44 681 000.00
			1750	R156 383 500.00	1750	R156 383 500.00

IN SITU UPGRADE HOUSING PROJECTS - 2015/2016

					13FY114	
WARD	PROJECT NO	PROJECT NAME	UNITS	PROJECT VALUE	UNITS	PROJECT VALUE
4	EHSP009	Dlamini Avon	200	R17 872 400.00	200	R17 872 400.00
6	EHSP010	Craigside Extension 1	150	R10 723 440.00	120	R10 723 440.00
6	EHSP011	Forestdale	214			
			320	R28 595 840.00	200	R28 595 840.00

MIG IMPLEMENTATION PLAN (projects to be) implemented in the 2015/2016 financial year.

PROJECT NUMBER	PROJECT NAME	STATUS (REGISTERED , DESIGN & TENDER ,10% -99% CONSTRUCTI ON	TOTAL PROJECT COST	MIG AMOUNT REGISTERED	PAYMENT SCHEDULE/DRAWDOWN REQUESTS

		COMPLETED					
					JULY 2014	NOVEMBER 2014	MARCH 2015
KZ241 PMU	PMU		R0	R0	0	0	0
2009MIGFK24117504 1	Dundee Buffer Strip Roads & Stormwater	Construction	R4 303 913	R4 303 913	805118	0	0
2011MIGFK24120077 6	Commercial Road Rehabilitation	Registered	R12 800 000	R12 800 000	0	0	0
2011MIGFK24120077 7	Victoria Street Reconstruction	Registered	R13 500 000	R13 500 000	0	0	0
2012MIGFK24120825 3	Colley Street Extension Roads & Stormwater	Design & Tender	R11 427 121	R8 827 121	2 033 088	0	0
2012MIGFK24121121 0	Glencoe Sithembile Housing	Construction	R4 092 381	R3 589 808	0	0	0

2013MIGFK24121335 2	Central area road Rehabilitation	Registered	R13 789 907	R12 096 410	0	0	0
2013MIGFK24121403 0	Biggar Street Rehabilitation	Registered	R3 249 000	R2 850 000	0	0	0
2013MIGFK24121677 8	Mckenzie Street Rehabilitation	Registered	R1 798 662	R1 798 662	1798 662	0	0
2013MIGFK24121676 8	Uithoek/Boundary Street reconstructed	Registered	R3 269 891	R3 269 891	750 000	2 519 891	0
2013MIGFK24121676 6	Watt Road Reconstruction	Registered	R15 459 690	R15 459 690	0	0	0
2013MIGFK24121678 0	Argyll/ Browning Street Reconstruction	Registered	R8 594 606	R8 594 606	300 000	1 300 000	4 879 358
Unallocated/ Variance					-3 868	109	642
TOTAL					R5 683 000	R3 820 000	R4 880 000

	R14 383 000
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13. SECTOR PLANS

No.	Sector Plan	Completed? (Y/N)	Adopted (Y/N)	Adoption Date (if adopted)	Date of Next Review
1	Spatial Development Framework (SDF)	Y	Y	25/06/13	2015
2	Disaster Management Plan	Y	Y	25/06/13	2015
3	Housing Sector Plan	Y	Y	November 2013	2015
4	Strategic Environmental Assessment (SEA)				
5	Local Economic Development Strategy	Y	Y		2015
6	Waste Management Strategy/ Plan	Y	Y	JUNE 2013	2015
7	Local Integrated Transport Plan	Y	Y		
8	Infrastructure Investment Plan				
9	Electricity Development Sector Plan	Y	Y		

(extract relevant information from district sector plans where no LM sector plan exist)